CHAPTER 1

PUBLIC AFFAIRS OFFICE MANAGEMENT

There are many senior JO assignments in the Navy in which you may be called upon to manage your own shop. A JO1 at a small shore installation, for example, may be the managerial backbone of a collateral duty public affairs officer (PAO) who can devote only a fraction of his time to public affairs. The same JO1 may perform in an independent duty billet where he will be expected to perform the duties and assume the responsibilities of a PAO. Practically every senior JO is called, at one time or another, to take charge of the office when the PAO is absent.

As a JO1 or JOC, you must be ready to step in and effectively manage a public affairs office, either as the lone administrator or as the PAO's assistant.

Managing a public affairs office entails several things, such as administration and file maintenance, personnel training, and even developing standard procedures for telephone etiquette and taking messages. It is a subject so broad that this manual cannot adequately cover it all in one or two chapters. However, the following pages provide the basic tools and knowledge for you to grow as a public affairs office manager and leader.

MANAGEMENT TOOLS

Learning Objective: *Recognize the administrative tools of managing a public affairs office.*

Whether you serve in an independent duty billet or work for a full-time 1650 PAO, the following three essentials are necessary for you to set up a successful public affairs office:

- The authority to do the job
- The support of the officer in command and his staff
- The resources to do the job

AUTHORITY

Your primary authority for doing the job is *Department of the Navy Public Affairs Policy and Regulations,* SECNAVINST 5720.44A. (This publication will subsequently be referred to by its short title, *PA Regs.)*

PA Regs has been issued as an instruction from the Secretary of the Navy (SECNAV) who, by law and regulation, is responsible for relationships with the Navy's publics. It not only provides policy guidance, but also outlines regulations and recommends general practices and procedures for the conduct of a public affairs program. It contains much of the authority you need to perform your job, and in addition, it provides a wealth of information and practical guidance.

Furthermore, there are usually instructions issued by area, fleet or force commanders which implementor supplement the basic provisions in *PA Regs.*

RESOURCES

As the office manager or administrative assistant to the PAO, you will be responsible for managing resources-manpower, funds, supplies and equipment– that are budgeted for public affairs.

Although your authority to do the job originates from outside the command and is delegated to the officer in command, the means for you to do the job must come from within. Individual commands must use their own funds for supplies, equipment and the payrolls of personnel engaged in public affairs work.

STAFF ORGANIZATION

Learning Objective: *Identify the organization of a Navy staff and its functions.*

A large percentage of public affairs assignments for senior JOs is with major staffs. You should become familiar with basic staff organizational procedures and the duties of key staff officers and divisions. You must know how the PAO and his staff fit into a command organization.

The modern staff organization is the evolution of centuries of experience of military commanders. Activities are divided into functional areas. Responsibilities and relationships are refined so that most military staff organizations today conform to a similar pattern.

NAVY STAFFS

A typical Navy staff structure is shown in figure 1-1. In addition to the commander (usually an admiral), the staff includes a chief of staff, personal assistants (the PAO and JOs may be included in this category) and five staff divisions. These divisions are the major structural elements of the staff and may be designated by letters and numbers as follows: administration (N-l), intelligence (N-2), operations and plans (N-3), logistics (N-4) and communications (N-5). A joint staff, comprised of personnel from more than one service, uses the letter "J" before the division number.

On small staffs (below fleet and force), titles of officers heading the various sections vary from the above designations, depending on the rank of the commander. For example, instead of a chief of staff, you might find a chief of staff officer or an assistant chief of staff for administration. It all depends on the size of the command.

The commander's personal staff performs duties prescribed by the commander and is directly responsible to him. This staff group, normally composed of aides to the commander and staff officers handling special matters over which the commander wishes to exercise close personal control, usually includes the PAO, and in major overseas commands, the political adviser.

When reporting to a new command or staff, you should examine the staff organization and become familiar with the functions of the various divisions. Become thoroughly familiar with your internal and external audiences of the organization and the extent of their knowledge of command activities.

COMMAND AND STAFF ACTION

A military organization is designed primarily to be victorious in battle. Decisive elements of a problem must be promptly identified and accurately defined. Command decisions must then be made and translated into timely orders to be carried out by subordinates.

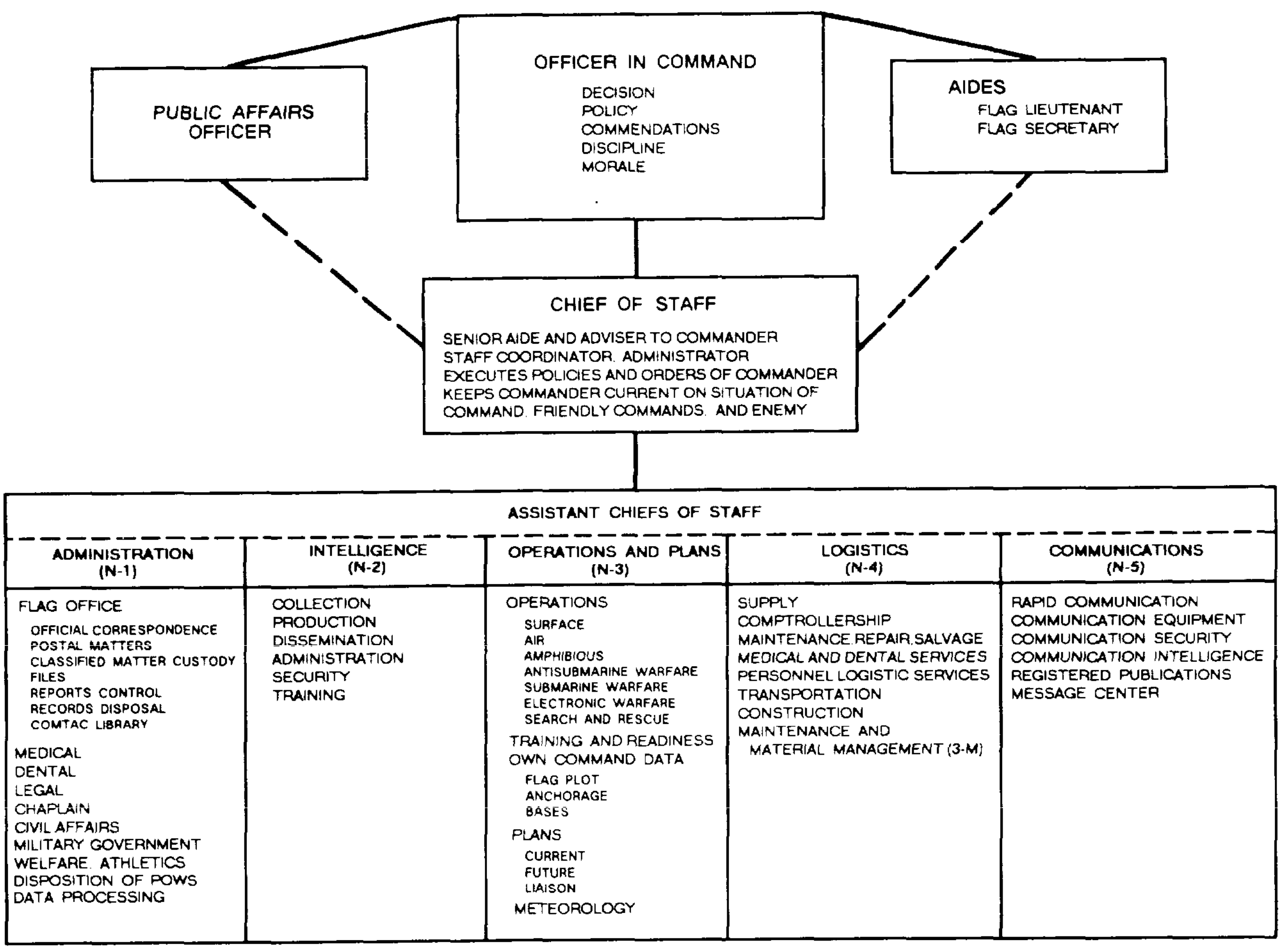


Figure 1-1.-Typical modern staff organization.

Staffs are organized to assist the commander in decision-making and accomplishing the mission of the command. A staff must be immediately responsibe to the needs of the commander and of subordinate units to make sure all pertinent information is available for consideration, to reduce the time needed for control, integration and coordination of operations, to reduce errors and to minimize the requirement for detailed supervision of routine matters by the commander.

STAFF FUNCTIONS

Effective staff procedures assist a commander by decreasing the number of items requiring command decisions, speeding up the processing of information into material useful to the commander in making decisions and improving the quality of the product presented to him.

It is important for personnel assigned to the public affairs staff to not only know the detailed procedures and techniques of their own office, but also those commonly used by all staff divisions. The broad functions performed by all sections of the staff in their daily activities are as follows:

- To provide advice and information
- To develop plans
- To organize resources
- To achieve coordination
- To make recommendations and decisions
- To prepare and transmit directives
- To maintain control through supervision

Advise and Provide Information

Information bearing on particular situations continuously flows into a headquarters by telephone, facsimile machine, mail, messages and word of mouth. It comes from higher and lower echelons, from intelligence reports, routine reports and personal observation and conversations.

The public affairs staff must stay current on situations within the command so it will know whether the information received will aid the commander, other staff sections or subordinates. You must judge the significance, reliability and completeness of the information. The commander should not be burdened with a mass of undeciphered information, irrelevant facts or unfounded rumors. Above all, public affairs efforts must be objective. Facts must be prepared as they are-not as the commander would like them to be.

Develop Plans

An important staff responsibility is to anticipate the needs of the commander and the command. To plan ahead, staffs evaluate past performances, seek new information and use imagination. They collect information pertinent to anticipated missions for the command, prepare staff studies, make preliminary estimates of situations, develop plans and amend the plans as additional information is received or as situations change. Preparation for contingencies can be done only with thorough forethought. Lack of preparation inevitably leads to hasty planning, errors and omissions.

Some staffs have a separate plans and programs directorate or division, but in most commands, planning is assigned to operations. No matter where planning is assigned, it is a responsibility of all staff members to remain alert to the need for a new plan or directive. Each public affairs office is responsible for its own internal plans and for preparing the public affairs aspects of general plans drawn up by the plans division.

Organize Resources

Public affairs staffs must continually seek ways to make the best use of the limited resources of personnel, money, material and time. In any staff operation, there is a constant threat of waste, and the larger the operation, the greater the threat. To organize resources for maximum effectiveness, you cannot merely plan for the use of individual resources. You must think in terms of the total resources of the command.

Frequently, a public affairs office staff must accomplish its mission with fewer personnel than what should be in place. As the senior JO and office supervisor, you must make every effort to maintain the best qualified JO/PH teams available. You are responsible to the PAO for the training and qualifications of the people you supervise. Through proper assignment and supervision, you must get the most you can out of their efforts.

Achieve Coordination

"Coordinate" means to bring all related activities together at the correct time and in the correct order so they are in harmony for carrying out objectives. It is the meshing of operations between commands or within a command.

Staff coordination promotes cooperation, reduces friction and decreases the number of differences requiring command decisions. Your thorough knowledge of all actions taken or proposed is essential to assure unity of action. The correlation of all staff activities depends, chiefly, upon the free interchange of information among the divisions.

Make Recommendations and Decisions

A well-oriented staff takes much of the burden of decision-making off the commander. Its members make decisions where authority exists for the action, or where the decision is in agreement with command policy.

Since responsibility for action cannot be delegated, staff officers should realize they are not acting for themselves, but for the commander.

Decisions made by staff officers are generally of a routine or technical nature. For example, although the commander may make the decision as to the nature and scope of the operational training program, the operations officer generally makes all decisions regarding such items as scheduling and phasing. At all times, the staff officer should inform the commander of any significant decisions made for him or in his name.

Normally, a commander delegates authority to his PAO to make routine news releases. The PAO, within the limits of authority delegated to him, makes routine decisions daily, as he checks security aspects, edits releases for propriety, accuracy, timing and policy and considers the overall impact on the public.

When a news story contains information in a sensitive or questionable area, a conscientious PAO verifies the facts, prepares a statement and then seeks the commander's approval. With experience, you will know when it is appropriate to prepare the statement.

Prepare and Transmit Directives

Decisions made by an individual staff officer, by detailed coordination of the entire staff, or by the commander on the spot, require implementation. On smoothly operating staffs, implementation is made possible through clear, concise directives. These directives may take the form of operation orders, letters, standard operating procedures (SOPs), notices, instructions, regulations or any other means suitable to the occasion.

Usually, a staff section prepares a directive, coordinates it with other staff sections and submits it to the commander for approval. The directive must state the intentions of the commander and contain the instructions needed to carry out the action. Then, if the commander concurs with the recommendation, all he needs to do is sign the directive, it can be published and promulgated.

The PAO prepares the public affairs portion of an operations order, an administrative instruction for the operation of a headquarters on a continuing basis, a special event or of an accident or disaster plan. The objectives of the public affairs action to be taken and the responsibilities for reporting and accomplishing the mission are stated within the directive.

Public affairs directives are basic to the accomplishment of the public affairs mission, which is to inform external and internal publics. A directive establishes relationships and responsibilities within a command so that the public affairs function of the command reflects the commander's desires and leadership.

Maintain Control Through Supervision

Staff responsibilities go beyond the issuance of directives. Staff members make sure directives are understood and carried out according to the intentions of the commander. They also recommend changes to directives to improve efficiency when practice indicates that an existing directive is inappropriate.

Control is a two-way process. In contacts with subordinate units, staff officers determine whether the standards, policies and procedures established in directives are realistic and effective. They also verify reports to determine whether the staff is getting complete data and that only necessary information is being reported. If better ways of accomplishing the mission can be found, they are adopted.

STAFF RELATIONSHIP WITH THE FLAGSHIP

The relationship between the staff and the flagship is governed by Navy Regulations. Except for matters of general discipline, which are subject to the internal regulations and routine of the ship, staff officers have no administrative connection with the flagship. Staff enlisted personnel are assigned to the flagship for administration and discipline. (At shore complexes, where there is a concentration of several large staffs, a centralized flag administrative unit usually takes care of enlisted administration.)

The flag division officer, with the approval of the chief of staff, assigns enlisted duties, watches and battle stations, regulates leave and liberty and makes sure they carry out the flagship's administrative routine. To discharge his duties effectively, the flag division officer maintains close liaison with the XO.

Commanders usually refrain from interfering with the internal administration of the flagship. In this respect, the flagship is the same as any other ship in the command.

OFFICE LOCATION AND APPEARANCE

Learning Objective: *Identify the proper location and appearance of a public affairs office.*

The location and appearance of the public affairs office are important considerations. The office should be located as near as possible to the offices of the officer in command and the chief of staff, yet at the same time, it should be accessible to the news media and public. Since the public affairs office is often the public's only point of contact with the command, the location, finishings, displays and courtesy offered should make a favorable impression on visitors. An efficiently manned, attractive, but not flamboyant reception room is desirable. Visiting media representatives should have access to a newsroom or news center where they can work on or file their stories. Facilities to accommodate one or two correspondents are usually adequate.

First impressions are lasting ones, which is why you should maintain a clean, uncluttered office space. Doing this tells the public and the media that they are dealing with public affairs professionals. Make sure files, videotapes, press clips, and so forth, are properly stored when they are not in use. Maintain an immaculate coffee mess. Applying some forethought in this area will make a difference in your relations with both of these groups.

The PAO and his assistant should have separate and preferably soundproof offices to ensure privacy of conversations with sources of information, media, visitors and staff members,

Telephone service for each key member of the public affairs office is important to the success of the public affairs mission. Afloat and ashore public affairs offices should have the capability of direct dial access that bypasses the switchboard of the command. This provides a communication channel to the public should the ship or station switchboard be overloaded or knocked out by a disaster or local emergency. If possible, the public affairs office should also have one unlisted telephone number to provide communication in the event the listed office telephones are swamped during a major disaster or news event.

Space and manpower are often wasted due to poor planning. In office management planning, you should consider such factors as the office mission, work flow and the use of personnel. If the office to which you are assigned is not functioning properly, a rearrangement may be in order.

Office arrangement is an area in which room for improvement frequently exists. Often, it is apparent from casual observation that offices are laid out with little regard to the tasks to be performed. Areas may be overcrowded in one office while space is being wasted in the office down the passageway.

Available ground transportation on a 24-hour basis is also needed for the effective operation of a public affairs office. Where military taxi service is not available on short notice, you should consider requesting the assignment of a military vehicle to provide courier service to the local media. This vehicle can also be used for public affairs personnel needing transportation in support of internal, community and public information events.

Some commands issue identification cards, badges or arm bands to key public affairs personnel which authorizes their access to disaster scenes and restricted events. The use of these devices must be authorized by a command directive to ensure that military law enforcement personnel, gate guards and other military officials honor them. Additional information on this topic may be found in Chapters 2 and 3.

NOTE: The subject just discussed is based on large staff commands ashore and large fleet-level commands afloat The suggestions may be impossible to implement at some commands because the required space, funds and associated material/equipment are not available.

ADMINISTRATIVE PROCESSES

Learning Objectives: *Determine the basic administrative processes required to manage a public affairs office.*

To achieve administrative ability, you must first master the following five basic administrative processes:

- Planning
- Organizing
- Coordinating
- Supervising
- Evaluating

PLANNING

By now the word planning should be a familiar term. Every orderly process begins with planning. The administration of an office is no exception.

Planning is just another name for determining in advance the public affairs goals of the office. Every office has a number of jobs to do and a number of men and women to do them. The planning process begins when you recognize the fact that a job must be done and take steps to do something about it.

Planning covers a wide range of decisions. It includes setting goals, establishing standards, laying ground rules or policies, determining methods and procedures and fixing day-to-day or job-to-job schedules.

To plan properly, you must collect all the information you need in advance and analyze each job thoroughly. You must attempt to foresee any problems that may arise and try to work out solutions ahead of time.

ORGANIZING

Effective management requires organization. Organizing consists of breaking down all the jobs into related units, then assigning them to the personnel most capable of doing the work in each unit.

Most large public affairs offices are organized into departments by the following functions: internal information, community relations, media relations and administration. Figure 1-2 shows a typical public affairs office organization chart. The media relations division, for example, may have a radio/television section, news photo section and a press section. A yeoman or civilian secretary might handle the clerical work. Petty officers would supervise each section with an officer responsible for the entire department.

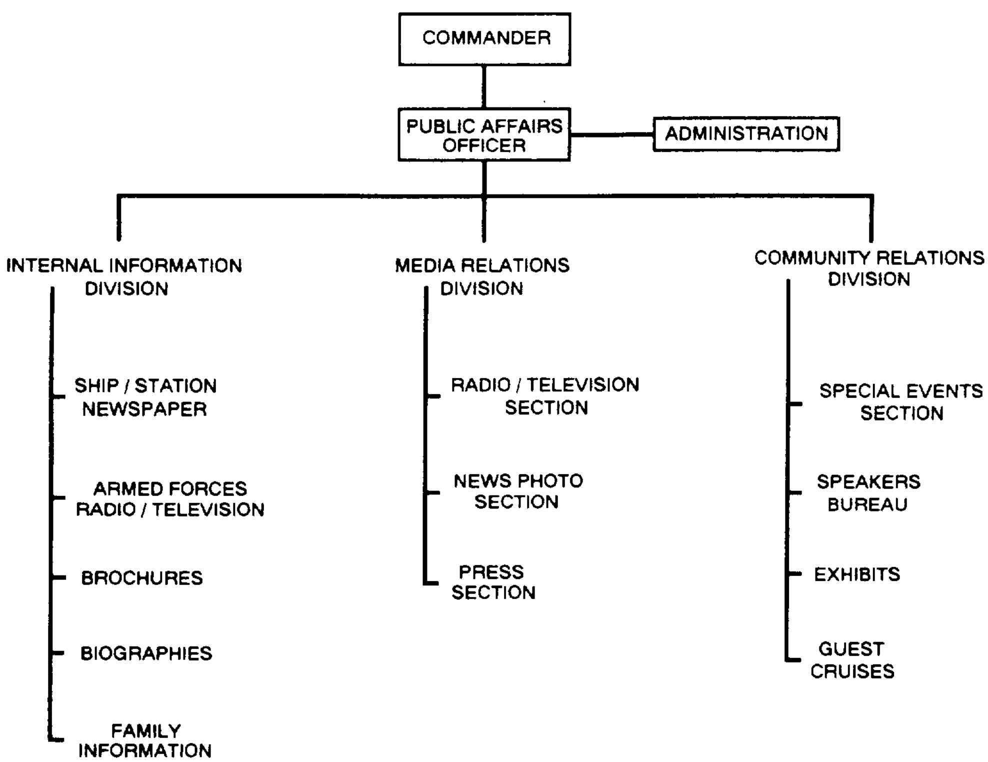


Figure 1-2.-Public affairs office organizational chart (large).

The major advantage of departmentalization is specialization. By concentrating on a single phase of work, personnel achieve specialized knowledge and skills that enable them to do the work more professionally and complete it more quickly. They are also able to establish closer working relations with media representatives.

Specialization also has its disadvantages. One disadvantage is that JOs sometimes develop a narrow point of view or "tunnel vision." Also, public affairs specialists who concentrate their efforts in just one area of public affairs may one day find themselves in a position where the y are expected to perform in another area and cannot. Therefore, you should make certain that all JOs have the opportunity to cross-train in the major functions of their career field. Cross-training will be discussed later in this chapter.

In a small office with only two or three JOs, it is usually impossible to departmentalize. A small public affairs staff should be trained to function as a team with each member able to replace another in his specialty when leave, illness or major events require it.

Manning standards for public affairs offices are based on a number of factors. Installation population, surrounding community population, news potential of the mission of the command, media directly served and the proportionate allocation of total manpower spaces are usually considered in determining the manning. A one-PAO and one-JO office might serve an isolated installation. At a major installation located near a metropolis, the public affairs office staff may include several officers and enlisted specialists (PHs/JOs), plus a few civilians, particularly if the installation is a hub of DoD activity.

COORDINATING

Coordination, one of the chief goals of all administrators, deals with unifying and synchronizing everybody's actions toward achieving a common objective. Although listed here separately, coordination is not a distinct and separate function. Coordination is actually a part of all five administrative processes.

The best time to bring about coordination is at the planning level. It is only common sense that in determining what is to be done, you should also consider how it will be done and who will do it (to attain maximum efficiency with a minimum of effort from all concerned). Coordination, or teamwork, is seen in all aspects of public affairs activity.

In arranging a SECNAV Guest Cruise, for example, coordination is necessary among CHINFO, the fleet commander in chief, the type commander, the unit to which the guest is to be assigned and the guest himself. A command public visit on the invitation of the CO is another example. To make it a success, coordination is required among the CO, XO, PAO, other departments in the command, possibly other commands, news media and the civilian community. Even a simple thing like sending a picture story to a newspaper involves close coordination. If the base photo lab cannot turn out the pictures on time and the PAO is not able to get the necessary transportation for a pressrun, you are fighting a losing battle.

An important part of good coordination is proper timing. Everyone involved in a public affairs project must not only do his share, but do it on time. If one man or one department drops the ball, the entire project may come to a standstill.

Planning a public affairs project, in many cases, is like setting up the machinery for an assembly line in a manufacturing plant. The speed of the assembly line must be geared to the capabilities of the machinery and workers and to the availability y of parts. You do not want one group of workers standing around idle while another group down the line finishes one job after another without a break; and, of course, if you run out of parts–that is, supplies and equipment–the entire assembly line will close down.

In a public affairs office, a good administrator sees to it that the right person is suited to the right job, that the opportunity to hone skills in a myriad of professional areas exists, that machinery to do the work is kept in good operating condition and that sufficient supplies and equipment are on hand to keep the work moving smoothly and efficiently.

SUPERVISING

As a petty officer, supervising should not be new to you. Good supervision is nothing more than good leadership. It means that you will guide your staff intelligently and check the progress of their work regularly to see that it conforms as nearly as possible to your plans. Directions should be given simply, clearly and completely. They should also be given in such a way that the staff knows what is to be done and when to do it. Depending on the job or situation, you may also have to tell them how to do it, why it must be done in a professional manner and when the required action must be completed.

Techniques

Supervision can range from almost no direct supervision of the highly experienced, to close supervision for the young and inexperienced JO. Do not oversupervise. If your workers are capable, experienced and have demonstrated their ability, it would be foolish to supervise them too closely. They may resent it, and their work may suffer.

Workers who are young and inexperienced, however, need close supervision until they can develop the skills and abilities necessary to do their jobs properly. But here, it is not so much a question of supervision as it is of training. If your workers have never done a certain type of job before, it is up to you to train them.

Always remember that the thoroughness of a completed job depends on the petty officer in charge. If you are running an office, the responsibility for any finished product is yours regardless of who does the work.

If one of your staff members writes a poor story, for example, it is up to you to edit it or have it rewritten before it goes to the PAO for approval and release. There is no excuse for giving a sloppily written story to the PAO, then blaming your JOSN or JO3 for any errors or blunders that are brought to your attention. If you continue passing the buck in this reamer, you will not only lose the respect and confidence of the PAO but that of your staff as well. Be sure that in editing and rewriting you train your juniors, as well as, improve their written work. Unless you can improve their skills and the immediate product, you will end up doing all the work yourself.

Criticism and Praise

As a senior JO, you must devote much thought as to whether a job is botched or well done. Never be too quick to criticize. Sometimes an individual may have a good reason for doing what he did in the way he did it. Avoid making unfavorable remarks just for the sake of being critical; you do not want to symbolize trouble every time you appear. Unwarranted criticism may create a feeling of hostility and even be the cause for some of the mistakes you are criticizing.

Try constructive criticism. This means not just pointing out that a job was mishandled, but also explaining how it can be remedied. Doing this will show that you are trying to be helpful. When you criticize at all, make sure you are right!

As with criticism, there is an art in giving praise and encouragement. Public commendation is an excellent aid in developing a person's morale, but do not repeatedly pat someone on the back for doing his job. Never hesitate to thank or praise an individual in such a way that others know of the praiseworthy deed. If one of your subordinates makes a good suggestion or goes out of his or her way to do a better job, give credit where it is due. Even if the suggestion is not practical, let the individual know you appreciate the thought behind it. Be courteous to juniors as well as seniors. Bear in mind that to overdo praise is to lessen its value.

Passing the Word

Every good public affairs program is based on information and understanding. Your office relations should be based on the same principle. Keep your staff informed. Make sure they understand the importance of their work and the goodwill to be gained from it for the Navy and the command. If they have to work late or do something out of the ordinary, make sure they know the reason why. Yet, be careful not to overemphasize an obvious point. Some things just do not require explanations.

EVALUATING

Learning Objective: *Recognize the public affairs office programs and products that are evaluated for completeness and efficiency.*

Every office manager looks for ways to perform functions in a more efficient manner. To do this, you must take a step back and objectively evaluate every facet of the public affairs office operation.

As a manager, you evaluate the effectiveness of public affairs programs and products while you supervise. Documentation will help your cause and can range from simple informal note-taking to more formal methods such as the memorandum for the record and after action reports. This will help jog your memory and lead to changes at the appropriate time.

Another dependable method of evaluating is soliciting input from the men and women actually doing the work. This bolsters pride and professionalism, encourages 100-percent effort and gives them a firm sense of responsibility.

Programs

During the evaluating process, be sure to pay close attention to your public affairs programs. Check to see if they are performing as advertised, are as complete as possible and conform to guidance provided in *PA Regs.*

Some of the programs and projects you should closely monitor include: community relations (Adopt-A-School, speakers bureau, etc.), internal information/ communications (awards ceremonies, other special events), command tours, static displays and guest cruises. Do not forget to scrutinize your training program closely, because better trained journalists result in a more efficient and professional operation. Professional training will be discussed later in this chapter.

Products

No matter the size, every public affairs office generates several print and video products, including welcome aboard brochures, command presentations, CO, XO, and C/MC biographies and official photographs, fact sheets, briefings, familygrams, cruisebooks and so on.

Evaluating and editing existing office products can be done in several ways. For example, a welcome aboard brochure can be evaluated by an entire staff as part of professional training, morning quarters or as a fully dedicated planning session. You may choose to solicit input from your staff members on a one-on-one basis, or if not time critical, the product, including your instructions, can be routed to each staff member in a folder using an office route slip.

What do you look for when you evaluate your products? Although not all-inclusive, your checklist may look something like the following types of questions:

- Is all information current and accurate?
- Are there any typographical errors?
- Are pictures properly cropped? Were the negatives reversed during the printing process?
- Are there flaws in the layout?
- Is the paper stock acceptable?
- Is the font antiquated or garish?
- For familygrams: Is the text personal and conversational? Are all newly reported crew members welcomed? Are all award winners mentioned by name? Is training and safety information included?
- For cruisebooks: Are all specifications (cover, font, paper, color, special effects) adequate? How can page layouts be improved? Is color photography used wisely? Are there any staff functions that can be consolidated or otherwise improved?
- For video/slide presentations and briefings: Is the flow of the presentation adequate? Are the edits satisfactory? Are there any extra frames that require re-editing?

INTERNAL COMMUNICATIONS

Learning Objective: *Identify the role of internal communications in public affairs and the products used to carry out its mission.*

Providing information to the Navy internal audience is one of the most crucial areas of public affairs. Internal communications (information) unite the leadership of the command with its people, thus improving, among other things, personnel readiness, retention, morale and the overall quality of life. The Navy internal audience is broken down into five primary divisions as follows:

- Active-duty Navy personnel
- Family members of active-duty Navy personnel
- Naval Reserve personnel and families
- Navy civilian employees
- Navy retirees and families

As the manager of a public affairs office, you can effectively direct the communications with these divisions by using a host of products, several of which are produced by the Navy Internal Relations Activity (NIRA). Established in 1972 to satisfy the internal communications need of the Navy, NRA develops the following products with the guidance of CHINFO:

NAVY NEWS SERVICE

Navy public affairs professionals say the Navy News Service is NIRA's most timely and popular product. It is a weekly address indicating group (AIG) message containing official, authoritative news and information about naval operations, policy and accomplishments. The AIG incorporates more than 3,500 addresses, including all Navy and Marine Corps activities, all unified commands and all American embassies.

The Navy's equivalent of a news wire, the Navy News Service can be used "as is" in command newspapers or broadcast copy for local news productions.

ALL HANDS

All Hands is NIRA's premiere publication. Approximately 87,000 copies are distributed worldwide every month, with an intended 1:7 copy to reader ratio. Make sure that *All Hands* is widely distributed at your command and encourage personnel to pass it along to others when they have finished reading it.

NAVY EDITOR SERVICE

The Navy Editor Service (NES) is a monthly package of original articles, fillers, camera-ready graphics and photographs designed for reprinting in Navy newspapers. Approximately 850 copies are distributed to print media editors and public affairs offices throughout the Navy. Editors of Navy publications use articles in the NES as a starting point for a larger story with local emphasis. There is no charge for the service; however, you must request it.

CAPTAIN'S CALL KIT

This is a quarterly information package of materials designed to provide COs or officers in charge with up-to-date information to use during meetings with command personnel. They may also be posted on bulletin boards or printed in command newspapers or plans of the day.

NAVY FAMILY LIFELINE

Navy Family Lifeline is a newsletter of educational and informational articles and feature stories of special interest to spouses and families. More than 180,000 copies of the newsletter are distributed quarterly to commissaries, exchanges, ombudsmen, medical treatment facilities, Family Service Centers and the Wifeline Association.

PUBLIC AFFAIRS PLANNING GUIDE

The Public Affairs Planning Guide is a calendar designed to help public affairs staffs and editors keep track of special Navy events, important historical dates, religious and national holidays and advancement examination dates as well as a wide range of health and fitness information. About 5,600 copies of the planning guide are distributed at the start of each calendar year.

PUBLIC AFFAIRS COMMUNICATOR

Originating in July of 1989, the Public *Affairs Communicator* is a bimonthly letter of professional information distributed to 1,700 subscribers, including active duty, reserve and civilian PAOs and senior JOs, both Navy and Marine Corps. It fills the gap left by *Direction* magazine, which was canceled in 1987.

OTHER INTERNAL COMMUNICATIONS PRODUCTS

Although not produced by NIRA, two prominent media exist to assist you in communicating to the internal audience: Navy News This Week and Navy Talking Points.

Navy News This Week (NNTW)

Teaming with All Hands to form the CNO's primary means of informing the internal audience is Navy News This Week (NNTW), a 30-minute weekly news and feature program produced and distributed by the Navy Broadcasting Service (NBS) at its headquarters in Washington, D.C. NNTW reaches sailors aboard deployed ships and those assigned with their families overseas at remote shore locations and it is broadcast on more than 130 cable and commercial television stations in 35 states. The show reaches a potential audience in excess of 6,000,000 viewers.

Navy Talking Points

Navy Talking Points are produced by CHINFO's Plans and Policy Branch (OI-5). They provide information for speakers and writers communicating to internal and external audiences and draw upon current Navy policy statements, congressional testimony and other key, authoritative sources.

TRAINING

Learning Objective: *Recognize the significance of training in terms of the senior JO's role and the factors that contribute to effective training.*

Sometimes the word training has a negative connotation because it can be perceived as "a waste of an hour or two that could be better spent working."

The fact is, nothing can be further from the truth.

It is Monday morning, and the pace begins to quicken in the office. The PAO is on leave, and you are on your way to brief the CO on several public affairs matters. With one foot out the door, JO3 Boate asks you several questions regarding the new press release format you instituted Friday. While answering her questions, JOSN Dory, who is tasked with writing a similar release, asks you a style question regarding military titles. Meanwhile, JO2 Arts requests assistance in retrieving the sample change of command release on the computer because his "access has been denied."

All three areas could have easily been addressed during an "all-hands" training session at a less hectic time. Subject: preparing press releases.

ROLE OF THE SENIOR JO

As a senior JO in charge of a public affairs office, you are responsible for making sure your subordinates are properly trained. You are responsible to the PAO for administering and monitoring a training program that keeps your staff sharp and on the cutting edge of the journalism profession. By providing your staff with the latest information and methods, your efforts will unquestionably boost efficiency and professionalism.

Although you are responsible for administrating and monitoring the training program, you should not envision yourself as the sole "trainer." When you select your training topics (using the occupational standards in the Advancement Handbook for Petty Officers for the JOs as your guide), assign members of your staff to conduct the training on a rotating basis. Have the assigned instructor develop a lesson plan and show it to you at least two days before the training session, and check for thoroughness. (Be sure to include yourself in the rotation!)

APPROPRIATION OF TIME

Training is most effective when it is held on the same day and time each week. There are several factors you should consider before selecting the day and time for training, such as work schedules and deadlines, general military training schedules and other commitments. Of course, even if you determine that Wednesday at 1400 is the best day and time to assemble your troops for a one-hour training session, a priority project or an unplanned event can arise and throw your program off kilter. When appropriating time for professional training, keep the following points in mind:

- To give some thought to primary and secondary training days and times.
- To never cancel a training session because of work commitments; postpone them.
- To be flexible.

CHARACTERISTICS OF PROPER LOCATION

The public affairs office aboard the USS *Birdfarm* is located on the second deck, just below the after brow, where the boatswain's mates of first division are removing paint and rust with needle guns, grinders, sanders and handscrapers. The noise has reached a deafening level and your conversation with the first division officer confirms your worst fears: the work will continue through 1600. Your 1400 training session with the staff is five minutes away.

Obviously, your designated trainer and the trainees will have an extremely difficult time speaking and hearing in this environment because this situation is in no way conducive to learning. That is why the office supervisor must select the training site as carefully as the topics and methods of training. The supervisor, in this case, may or may not have known about the scheduled deck work just on the other side of the overhead. Regardless of the circumstances, an alternate location should have been identified ardor reserved, such as a conference room, administration office or even the mess decks.

Training ashore offers a wider variety of settings and locations. Using your existing office spaces for training is fine, but as a diversion, also consider training the staff at a different location on base or even off base. This will stimulate learning and maintain interest in your training program.

For instance, your training topic in two weeks is on preparing news releases for local radio stations. Instead of just reviewing the release format and procedures in the office, you can call the news director at one of the stations, briefly discuss your training intentions, and request a representative to discuss their newsroom operations with your staff at the station. In most cases, newsroom directors, general managers and other media authority figures will be delighted to honor your request.

A major distraction during any training session is the constant ringing of the telephones and visitors who wander into the office to conduct business. You can deal with this in the following ways: (1) turn on the answering machine for the duration of your training session (be sure to return all telephone calls) or (2) assign one of your staff members to answer the telephones and greet visitors. The latter method is preferable, and if chosen, make sure someone from the staff takes comprehensive notes to pass along to this person.

METHODS

Contrary to popular belief, professional training sessions do not have to be mundane affairs accentuated with yawns and sighs. There are no set rules or guidelines for the ways in which you administer the program. Some recommendations include using NRTC questions, a thought/teaching point of the day, the *Public Affairs Communicator,* handouts, guest speakers and encouraging outside participation.

NRTC Questions

Copy a block of questions from the JO 3 & 2, JO 1 & C and *PA Regs* nonresident training courses (NRTCs) and direct your staff to complete them in a specified amount of time. Do not allow them to use the training manuals or *PA Regs* to research the questions. When time is called, review the questions with your staff, assign scores and chart individual progress on a bulletin board or a score sheet. In larger staffs, you can pair off staff members and compete in teams. Any variation of this theme will work. Regardless of the road you take, the benefits remain the same, as described below:

- Hundreds of questions exist from which to choose from.
- Very little preparation time is needed.
- Office competition keeps everybody sharp.
- The staff remains geared up for the Navywide exams.
- It is fun!

Thought/Teaching Point of the Day

Supplementing weekly training is the "thought" or "teaching point of the day." This is best delivered during morning quarters or at some similar point in the workday when the staff is together.

It can go something like this: ". . . And the ship's library will be secured today and tomorrow because of painting. That is all I have–here is your professional teaching point of the day: The Navy internal audience is broken down into five primary divisions: Active-duty Navy personnel, family members of active-duty Navy personnel, Naval Reserve personnel and families, Navy civilian employees and Navy retirees and families. . . ."

Public Affairs Communicator

Each issue of the *Public Affairs Communicator* contains a multitude of professional development articles perfectly suited for training. Distribute copies of one or two articles to your staff per training session and hold a discussion on them.

Handouts

Use any handouts available from the Defense Information School (DINFOS) (check to make sure you have the most current copies), *PA Regs,* instructions, notices, and so forth, as training tools. The yellow guidance pages in *PA Regs* are excellent sources. Localize the materials and conduct training in an open discussion format.

Guest Speakers

If you cannot get out to that radio station for training, maybe a representative of the news department can visit your office to talk for an hour about its operations. Otherwise, you can contact journalists and PAOs from nearby commands and request they give a talk on a specific training topic. Guest speakers are out there-however, it is up to you to find them.

Outside Participation

Do not subscribe to the theory that your training program is limited to your staff. When you are lining up guest speakers for training, try to establish a system that allows staff members from other public affairs offices to attend your sessions, and vice versa. The more participation you have (in one or several directions), the better your training program will be. Your making a simple telephone call or having a conversation over lunch with a colleague is usually all that is required to make the necessary arrangements.

CROSS-TRAINING

In this day and age of doing more with less, you have to be sure the members of your staff are interchangeable. That is where cross-training comes in.

If cross-training is not in place at your public affairs office, consider the predicament you can get into when a "main cog" is suddenly removed from the scene as in the following case:

A year ago, you put JO2 Vetch in charge of running educator orientation visits (EOV) in the community relations section of the office. Vetch is a superb sailor: reliable, professional and dedicated. She runs the program to perfection. In fact, you just recently drafted a letter of commendation for her.

The CDO calls late Sunday night to inform you that Vetch's father died in Honolulu, and she is en route to attend the funeral. An EOV is scheduled for tomorrow at 0900, but, because of your own commitments, you cannot possibly fill in for her. You have got JO2 Rummy and JO3 Stone available, but they have never run an EOV. The PAO is TAD to the U.S. Naval Academy for a three-day public affairs symposium. What will you do?

Now let us install a staff that has been adequately cross trained as in the following scenario:

You get the same call from the CDO, and, after briefly pondering the situation, you remember that JO2 Rummy rotated out of the community relations section three months ago. As part of his tour there, he organized and ran two EOVs. Rummy is contacted and assigned accordingly.

Uprooting Rummy means someone will have to take over his external release writing duties. You are covered here too, because JO3 Stone, a broadcaster by trade, can do the job because she wrote external releases for four months and has it down to a science.

Get the picture? Cross-training is vital to the overall operation of a public affairs office and **must** be continuously emphasized in the overall training program.

Why such an emphasis on cross-training? Because **versatility** is the byword of the JO rating. Every JO follows a unique career pattern that mayor may not lend itself to being versatile. In some cases, you may come across a JO with a "closed loop" career path, for example, a JO3 with a 3221 NEC who only has broadcast assignments under his belt. If this individual is assigned to your public affairs office, you cannot possibly give him enough broadcast-related assignments to keep him busy. The answer is you must get him up to speed on the operations of your office by cross-training.

Cross-training applies to you, the office manager, as well. You must be professionally qualified in every facet of office operations. It is a rare situation where the senior JO in an office does not occasionally have to write a news release, give a tour of the base or even pinch hit as a photographer. You are responsible for maintaining your basic skills and continuing to develop those in which you have limited experience.

Benefits

The benefits of a rigorous cross-training program are numerous. The individual develops a broader base of experience that can be used not only during his present duty station, but well into the future. Meanwhile, the senior journalist will enjoy the benefits gained from a public affairs office operation that can "heal" itself when main players are removed. If your resident expert on EOVs is 4,500 miles away on emergency leave, you are not left with an insurmountable problem. By shifting assignments to cross-trained individuals, you are assured that the job will get done without a compromise in quality.

Implementation

Determining the amount of cross-training each member of your staff receives is entirely up to you. However, keep in mind that you do not want the cross-training to be too brief or excessive. If your office is set up as shown in figure 1-2, consider shifting personnel among the three main public affairs office divisions every six to 12 months. A shorter period of time may not sufficiently serve your training needs or your ultimate cross-training goals, and a longer time frame may lead to stagnation and specialization.

DOCUMENTATION

Maintain professional training folders on all your staff members, to include the date and topic of the training session, and any other pertinent information. When the individual transfers, give him the folder to take to his next command.

CREDIBILITY

Learning Objective: *Recognize the principles of credibility as they apply to public affairs office management.*

Credibility, the intangible and vital requirement in any successful public affairs office, is easily defined. Simply put, credibility means believability, and without it, the ability to succeed as a manager in any public affairs endeavor is severely diminished.

So, how do you, the public affairs office manager, establish credibility? And once established, how do you maintain it in the face of mistakes or missed opportunities?

Nothing can help if you botched a project, but the following basic guidelines may prove helpful in preventing such incidents.

First, know your job, and make sure your staff knows theirs as well. Nothing can substitute for a foundation based on sound knowledge of public affairs practices and regulations coupled with a good dose of common sense. When the investigative journalist arrives at the accident site or when the congressman arrives at the main gate with a video crew, there is no time to research the problem. You have to know what to do quickly and correctly.

Second, know your command and know it well. You are not expected to be an expert on everything, but you are expected to know where to find an expert answer. Low and mid-level employees are a good source of basic information, but rely on senior management for definitive answers that should include policy considerations as well.

Using these two guidelines as a foundation, assemble additional building blocks for credibility by trying the following suggestions:

- Anticipate problems. Each week speed at least 15 minutes of uninterrupted quality time looking over the calendar for the coming three months and note activities or areas of potential public affairs involvement. Gather information and be prepared.

- Keep the boss informed. Periodic notes to the PAO (or CO, as discussed later) let him know you are working on an anticipated project or gathering information on a potential problem area. Demonstrating this initiative goes far in establishing your credibility.

- Review all material forwarded to your boss for accuracy and completeness. If you have not personally read it, do not let it leave your office.

- **Keep the chain of command informed.** Back-brief command offices and give a "heads up" to senior or subordinate commands.

- **Know the boss's priorities and make them yours.** Redefine what you are doing to match his schedule. If the PAO is sweating out a speech he is writing for the skipper, you can bet he will not be sympathetic to your monthly publication woes.

- **Get along with others.** If you have to crawl on your bell y through the mud to get the job done, do it. Then vent your frustrations in private.

- **Do not complain.** Be sure to let the boss know if you cannot meet deadlines. If the reasons are valid, the boss will usually understand. But if you have blown it, be prepared to pay the consequences.

While the media can be difficult to work with, establishing credibility with media representatives is easy. Again, a good knowledge of the craft, the command and the willingness to go the extra mile will earn you a rich return on your investment. Credibility with regard to the media is discussed in Chapter 4.

CORRESPONDENCE

Learning Objective: *Identify the elements of public affairs office correspondence.*

A senior journalist must be proficient in composing good correspondence in addition to his journalistic talents. This section covers the essentials of good correspondence composition. For more detailed instruction on the preparation of correspondence, refer to the *Department of the Navy Correspondence Manual,* SECNAVINST 5216.5 series.

The term correspondence refers to a variety of compositions which you may be called upon to prepare, such as: (1) Navy format and public affairs letters, (2) public affairs directives (standard public affairs plans, PA annexes to operation orders, Command Information Bureau (CIB) plans, adverse incident plans, etc.), (3) messages (unit SITREP, news release in message form), (4) public affairs guidance (PAG), (5) memorandum for the record and (6) point papers.

WRITING THE OFFICIAL NAVY LETTER

The basics of preparing Navy letters can be applied to all forms of official naval correspondence, including directives. A letter is more effective when you plan it before you begin to write. A plan of some kind is necessary to make sure you have included everything you intended to include and have arranged things in a clear and orderly way. Whether you outline the letter completely, make brief notes or carry your plan in your mind will depend upon the length of the letter and your own methods of working.

Purpose

Planning cannot begin without a clear purpose. Your first step is to be sure you understand exactly what the letter is intended to do. Preparing a statement on the subject of the letter will help you clarify the purpose and furnish guidelines for what is needed and what should be omitted.

It is possible for a letter to deal with more than one subject, but usually this is not advised unless the subjects are closely related. A reply on one subject may be prepared in hours, whereas days or weeks may elapse before an appropriate answer can be made on another subject. If both questions are asked in the same letter, confusion is likely to result. Furthermore, one department of the recipient command may prepare the reply on one subject and a different department on another. So, even though you have to write several letters to the same command on the same day, it is better for you to do so than to combine unrelated matters.

The following are some common purposes of letters:

- To request permission or authorization to act
- To request that action be taken
- To supply information or instructions
- To reply to a request for permission or authorization to act
- To reply to a request that action be taken
- To reply to a request for information

While not every letter you draft will fall into one of the previous categories, the categories do serve as examples of how to analyze and plan a letter. For instance, when the purpose is to request something, you must be certain the request is definitely and clearly stated. Usually, there should also be a statement as to why the request is being made and any additional explanation or suggestions that are required or appropriate.

When a Navy form letter is written in reply, the receipt is sometimes acknowledged, not only by citing the letter as a reference but in the body of the reply. If a request has been made, the most important thing in the reply is a clear statement as to whether the request is granted or denied Further explanation, limitations or suggestions should be included as appropriate. Long letters may need a summarizing statement as the final paragraph.

Organization

The order the various parts of the letter are arranged in should be planned with the reader in mind. A letter of request, for instance, may begin with the request itself, followed by an explanation of why the request is made. However, sometimes it may be clearer to the reader if the letter begins with a discussion of the situation and leads up to the request. A letter of reply frequently begins by acknowledging the letter received. It is important for you to do the following: (1) see the body of the letter as a succession of units, (2) arrange these units in what seems the most satisfactory order, (3) complete each unit before moving on to the next and (4) maintain continuity by providing a transition from one unit to another.

In letters of average length, each important unit may be one paragraph, although there is no rule about this, For example, an explanation of reasons why something should be done may take more than one paragraph. Some letters, on the other hand, maybe so simple that one paragraph is enough for the entire body. Just as each letter has a subject, each paragraph covers a topic or subtopic. Each paragraph has its own order structure so that one idea naturally leads to another and one paragraph leads to another.

Word Selection

Choosing the right words is a long step toward good style. The best words are those that are precise in meaning, suited to the intended reader, and as short, simple and direct as possible.

Words can miss the mark of exactness in several ways. One of the most obvious is choosing the wrong word from two that sound or look alike. How often have you read, “He was appraised of the situation. . .”? It probably would have been better in the first place simply to have said, “He was told of the situation...” but in any event, the writer should have known that to tell is to apprise, and to appraise means to evaluate.

Do you always make the correct choice between the following words: affect, effect; eminent, imminent; counsel, council, consul; adapt, adopt; principal, principle; capitol, capital? You may think of some of these as spelling problems, but they also involve knowledge of meanings. If you have trouble with any of them, you should consult the dictionary. As you become better acquainted with meanings, you will find ways of remembering them, like the following for principal and principle:

- Principal means **main** or the **main one**

  The principal of the school

  Payment of principal and interest

  Principal and alternate appointments to the U.S. Naval Academy

  The principals in the play have the main roles

  His principal objections to the plan are . . .

- Principle means **rule** or theory

  He lives according to his principles

  The principles of democracy

  He understands it in principle

In other words, whenever you can substitute "main," you spell it "principAL." If you can substitute "ruLE," you spell it "principLE." This kind of device for remembering is sometimes of help, but beware of establishing a system too hastily, because it may steer you wrong.

Among words that are related or similar in meaning, the discriminating writer usually finds that one suits his purpose better than another. Take the words **obtain, procure** and **secure,** for example. **Obtain** is the more general term. **Procure** has, in the Navy, a specific connotation of obtaining material through official channels and by approved supply procedures, usually for someone else, as "The supply officer procured the boiler parts," **Secure** is often wrongly used instead of **obtain** or **procure.** Its specialized Navy use, meaning to fasten something down or make it firm, is the connect clue to its general meaning. When you say "He secured it," meaning he obtained it, you are implying that he got it against competition and then held on to it firmly or pinned it down in some fashion. If that is not what you mean, you should use **obtained.**

Although you might say that a sailor's **billet** is his **job,** you cannot correctly use the word **billet** in every instance where you would use **job.** While **fewer** and **less** seem much alike in meaning, **fewer** describes number, and less describes quantity: "fewer UA cases"; "a ship drawing less water."

In choosing words, always keep the person in mind for whom the letter is intended. For example, when you prepare a letter to a command senior to yours, "Your attention is invited" is used rather than "Attention is directed; and "can be maintained" is used instead of "shall be maintained."

A directive addressed to all hands is written in language all can understand. This does not necessarily mean that only one-syllable words are used, but it does mean that the words chosen must be meaningful to all hands. How would **you** like to read a notice that began like this:

> "Having cognizance of our rigid operating schedule, the commanding officer, in an attempt to ameliorate morale, is endeavoring to ascertain the proclivities of those personnel who are encountering difficulty. . ."

Paragraph Organization

A well-written paragraph has unity, meaning the ideas it contains are closely related and are arranged to develop a single topic or subtopic of the general subject. In modern official letter writing, the tendency is toward short paragraphs for the sake of readability. This requires not only that all unnecessary verbiage be pared away, but also that the subject matter be very carefully organized and subdivided.

THE TOPIC SENTENCE.– A fairly long paragraph is frequently made more effective if introduced by a topic sentence. Such a sentence makes a general statement that is developed in greater detail in the remainder of the paragraph. Below is an example adapted from a Navy publication.

> **Our commanders on foreign soil have more experience in the arena of international law and international relations than any governmental group, with the exception of State Department personnel.** The commander in Korea is operating under an international organization, the United Nations, carrying out or enforcing an armistice or truce. If he is unfamiliar with its provisions, its implications, and its legal significance in the international community, he will be hard pressed to fulfill the responsibilities placed upon his shoulders. The commander at Guantanamo Bay, Cuba, must know the terms of the two treaties and the lease

agreement between the United States and Cuba which govern our rights to the Naval Base at Guantanamo in order not to give Castro any basis for canceling these agreements. The CO of any naval activity stationed in a foreign country must be familiar with the agreements under which he is operating; for example, base rights and Status of Forces Agreements. These are all matters of international law and international relations. It is imperative that the commander understand his position in the international scheme.

A topic sentence need not stand at the beginning of a paragraph. In fact, it is possible to have a well-written paragraph with a topic sentence in the middle or at the end. In naval correspondence, the topic sentence in the middle of the paragraph is less likely to be used. If placed at the end, it becomes a summary-a useful device for pulling the paragraph together and leaving a strong final effect. However, the summary at the end of a paragraph is not used extensively in naval letters and directives. A summary paragraph for an entire letter is sometimes appropriate.

ORDER OF SENTENCES.– A well-organized paragraph has its various ideas introduced in an orderly sequence. This sequence may be place order, chronological order, logical order or order of emphasis. The purpose of all is the same-to lead the reader along the path you want him to take with a minimum of backtracking or skipping about, and thereby leaving a clearer, stronger impression in his mind.

- Place order is used for descriptions. The following description is adapted from the report of a shipboard accident:

> During preparations for the transfer of fuel, seven sections of 2 1/2-inch hose were connected and rigged between a Navy cargo ship and a fuel oil barge. The hose passed through a hold of the ship in which there were several light fixtures of the type designed for use with globes and guards. The globe and guard were missing from one light fixture, leaving the light bulb unprotected. One man was stationed in the hold and another man stood outside at a hatch that opened into it.

Notice that the writer begins with the rigging of the hose between the two ships. Then he takes us inside the hold of the cargo ship and pictures the situation there. Finally, he gives us the positions of the two men involved in the accident.

- The next two paragraphs of the report illustrate **chronological order,** the order used for narrating events and for explaining steps in a process:

> Upon signal to commence the transfer of fuel, a pump was started on the barge, and pressure was applied within the hose. A section of hose in the cargo hold ruptured; the hose whipped with great force, struck and broke the unprotected light bulb.
>
> Arcing from the filament of the broken bulb ignited combustible vapor and caused a flash fire which, although extinguished within a short time, severely burned both men. The man who was stationed inside the hatch died approximately three weeks later.

Incidentally, note the amount of concrete detail in both the description and the narrative. This is a condensed report. The original probably had much more detail, such as the names and numbers of the ships, the number of the hold and the names and rates of the men.

Below is another example of chronological order adapted from a Navy directive. In this case, we have the order in which steps are to be performed in a procedure:

> A selection board convened by the Chief of Naval Personnel considers the applications of fully qualified NESEP candidates in January and February. Those candidates determined by the board to be best qualified are designated provisionally selected candidates. The names of candidates thus provisionally selected are published by a BUPERS notice in March. Provisionally selected candidates for NESEP will be further screened after selection, and prior to being ordered to the summer preparatory session, by participation in a form of the Scholastic Aptitude Test (SAT) of the College Entrance Examination Boards. This test will be forwarded to each candidate's command for administration, and will determine the candidate's admissibility to a NESEP college or university. Those who fail to qualify on the SAT will have their status as provisionally selected candidates terminated.

When there are many steps, it is often desirable, in naval correspondence, to present these in tabulated form rather than in a solid paragraph. Usually, then, they are designated by letters or numbers as appropriate.

- Because of the modern emphasis on short paragraphs, sometimes it is necessary for you to quote several paragraphs to see how a unit of subject matter is organized. This is the case in the example below, in which ideas are arranged in **logical order,** leading to a conclusion in the final paragraph.

> Let us look at the size of the Navy business-management job. You have all, no doubt, thumbed through a mail order catalog and have been impressed with the number of items available. You can buy tools, clothes, toys, drugs, stationery and all sorts of household appliances and general supplies. Actually the largest catalog carries around 100,000 different articles.
>
> Let us compare this 100,000 with the range of items required by the Navy. In our catalogs we carry some 1,200,000 items–more than 10 times as many as you find in the largest commercial catalog. The Navy supply system carries everything from missile parts to brooms, electronic parts to potatoes and uniforms to medicines.
>
> We issue more than 20,000,000 items each year. To meet these demands, the Navy alone carries an inventory of around $5.5 billion.
>
> In other words, within the total defense supply operations, the Navy portion alone is big business. Measured in terms of dollars, it is twice as large as the entire General Motors industrial complex.

This example demonstrates several things. It shows how facts can be advanced to support a conclusion. In this case, the conclusion that the Navy supply system is big business is supported by evidence of (1) the range of items carried, (2) the volume of supplies issued and (3) the size of the inventory. This is also a good example of the use of comparison (Navy supply compared to a commercial mail-order catalog) to help the reader visualize the facts offered. Emphasis is heightened in paragraph three by contrast presented in parallel structures. The final paragraph illustrates the summing up and a statement of the conclusion drawn from the evidence.

- Time-honored rules of rhetoric have established that for emphasis an item should stand first or last. This has been regarded as true whether one is speaking of the sentence, the paragraph or the piece of writing as a whole. When we think of **order of emphasis** we have this principle in mind. Whether the items placed first and last are remembered longest is open to question, but certainly, the placing of anything, either at the beginning or at the end, gives it emphasis at the moment. Which of the two positions will give the greater emphasis depends upon the individual situation.

In news writing, as you well know, the lead paragraph is the most important because people want the news quickly and often do not read through to the end of the story. Orators need a strong beginning and a strong ending. The important thing is that the writer remembers that position is a device for gaining emphasis and he should consciously use it.

WRITING THE PUBLIC AFFAIRS LETTER

The composition of a public affairs letter is an area where you have no gauge or formula to guide you. Every letter differs with the situation. However, there are some important pointers to remember.

Try to visualize the public affairs letter as a news story, and get right to the point. Tell the reader what he wants to know simply and clearly. As in a news story, the information most important to the reader should go into your lead.

Actually, the biggest battle is for you to get away from some of the poor letter-writing habits picked up in the belief that they are sound "business-like" habits. The following are some examples:

- Lengthy and unnecessary acknowledgements

The person whose letter you are answering knows what he wrote. And he knows when he wrote it. Too often we waste time with long introductions like this:

> "This will acknowledge receipt of your letter of 1 May 1993 in which you requested the services of a band, color guard and marching unit to appear in your Fourth of July parade in Hialeah, Florida, and offering to reimburse the Navy for the cost of transportation and billeting."

What does the reader know so far? Nothing. He wants to know, "Am I getting the band?" The previous acknowledgement might be rewritten like this:

> "Thank you for your letter of May 1. Your interest in having Navy participation in your July 4 parade is certainly appreciated by this *command.* At present, we foresee no problems in fulfilling your request.
>
> "Further details will be. . ."

- Needless words and information

Edit your letters just as you would a news release. Cut out unnecessary words and phrases. Stay away from words and phrases that hedge because they have the appearance of your being uncertain or unwilling to commit yourself. Some members of this group:

"Seemingly," "it appears," "seem to indicate," "in general," "as a usual case," "it is considered." Not only are they bad, they clutter up your letters. What is worse, they often raise needless doubts in the reader's mind.

- Long, complex words and sentences

The purpose of letters, like news stories, is to inform, not to impress or educate. Use short, simple sentences. Write the way you talk. Say "pay," not "remunerate," and "use," not "utilize."

- Impersonal approach

Why write "it is understood" when you mean "I understand"? You do not talk that way. Why write that way? Strive for the conversational touch. If you are in the habit of using contractions such as "we'll" and "you're," use them, but sparingly. Use personal pronouns, especially "you"; it interests your reader more than any other. Try to slant your letter to tell the reader what advantage he gains, not what you want.

The "Letters to the Editor" section of *All Hands* offers some good examples of the type of letters you may have to prepare. Take this one for example:

> "Sir: During World War II, more specifically from 1942 to 1945, I served on board the survey ship USS *Bowditch* (AG 30). I'm curious as to whatever became of it. Would you trace down her history and enlighten me? Thanks.–W.R. Watkins, Greensboro, North Carolina"
>
> *All Hands'* reply:
>
> "Our thanks to you for your suggestion.
>
> 'Typical of the Navy survey ship, *Bowditch* had a well-traveled career which began in Denmark in 1922 as the passenger ship *Santa Inez.*
>
> "Purchased by the U.S. Navy 11 years later, it was renamed after Nathaniel Bowditch, the noted 19th century astronomer and navigator, and placed into commission on 1 July 1940.
>
> "In the months preceding World War II, *Bowditch* made geodetic surveys in Little Placentia Bay, Newfoundland, Bermuda, the Bahamas, Jamaica, Cuba and Haiti. In January 1942, it steamed from its home port, Norfolk, to make surveys of waters between Panama and Colombia, near the Galapagos Islands, and off Cocos Islands, Costa Rica.
>
> "A year later, after a brief repair period, Bowditch returned south to further survey areas in the Caribbean, along Panama, Colombia and the Ecuador coast.
>
> "It was assigned to the Pacific Fleet Service Force on 6 January 1944 in its initial warship capacity and served as a survey ship during the invasion of Kwajalein and Majuro Atolls from 4 February to 2 April 1944. Then it assisted in the occupation of Saipan from 22 July to 4 October that same year before participating in the capture of Okinawa from 18 April to 2 September 1945. During this siege it rescued survivors of battle-damaged USS *Montgomery* (DM 17) and patrol craft PC 1603.
>
> *"Bowditch* remained in Okinawan waters until early November 1945 when it returned to the United States and San Francisco, decked out with three battle stars earned for its World War II service. But, within three months, it was again steaming toward the mid-Pacific to begin preliminary surveys around the Bikini Atoll in preparation for Operation CROSSROADS, the post-war atomic bomb tests.
>
> "After the tests, it continued surveying Bikini until October when it returned to the Golden Gate city. *Bowditch* left California for Norfolk the next month and was decommissioned there on 22 January 1947, and disposed of on 9 June 1948.–Ed."

WRITING FOR THE CO'S SIGNATURE

Certain projects and situations will require you to draft correspondence for the CO's signature.

This is where your letter-writing skills are really put to the test. Before you start, you should research the CO's personal views on the subject in question and his association with the addressee. In some cases, a conversation with the CO's secretary or the XO may be necessary to get a feel for the CO's perspective on a particular topic.

While researching, obtain answers to the following questions:

- What outlying issues could be directly or indirectly affected by your words?
- What is the appropriate tone and style?
- What is the desired purpose?

A good rule of thumb to know when you write a letter for the CO is as follows: **KISS OFF** (Keep It Simple and Short Or Face Frustration). If the addressee only needs a carburetor, do not send him instructions on how to build a car. The letter should be no more than one page in length, with the first paragraph identifying the issue and the action recommended. Subsequent paragraphs should identify and discuss significant background information and main points supporting the recommendation. If details are absolutely necessary, include attachments.

Other points to consider are the following:

- Go easy on the modifiers. A CO does not need to say he is very interested in something. Being interested is sufficient.
- Avoid emotionalism.
- Be sure you are right. Check and double-check your logic, grammar, facts and figures and format.
- Do not expect your finished draft to fly the first time. Even the best letter writers are not psychic.

PREPARING DIRECTIVES

The format of a public affairs directive is basically the same as all official Navy directives (instructions, notices, operation orders, etc.).

Figures 1-3 through 1-6 present the standard format for directives issued in the Navy Directives System.

Public Affairs Plan

The first type of public affairs directive you should become familiar with is the SOP, or administrative instruction, which is used to make certain instructions routine, thus reducing the number, length and complexity of later directives.

Each command develops appropriate and effective SOPs based on applicable portions of published procedures of higher authority, the desires of the officer in command and the habitual procedures developed through experience.

SOPs should be sufficiently complete and detailed to advise new personnel and new units of routine practices. The necessary amount of detail depends upon the state of training, the complexity of the instructions, the size of the command and other variables.

Staff sections, divisions or departments often find it expedient to establish their own SOPs for the operation of their own departments and for the guidance of their own personnel in routine matters. Some examples normally found in public affairs offices are those governing the release of information on accidents, handling of visitors, operation of a speakers bureau, mobilization during an emergency and coverage of parades and ceremonies.

Public affairs plans vary among different commands and may differ according to their purposes. The format illustrated in Appendix I is not an iron-bound formula. The paragraph headings, content and sequence can be changed, some paragraphs omitted or included in annexes or additional paragraphs added. Plans are written to accomplish an objective. They should not be regarded as a form to be filled out, whether applicable or not. On the other hand, most planning formats have been standardized through use by many people for many years. By following these formats intelligently, thoughts will be organized logically and the document becomes easier for the experienced reader to understand readily. The body of any plan is divided into several major sections or paragraphs which might include the following:

- Purpose
- Background
- Objectives
- Methodology
- Task organization
- Policy
- Responsibilities and tasks
- Execution

The order of presenting the various paragraphs may vary from plan to plan.

Public Affairs Annex

A plan for a fleet, force or squadron operation or exercise is issued in the form of an overall operation order (OPORD). The document pertains to the entire organization and operation of its forces. Attached to the "basic plan" or OPORD are additional sections called annexes.

An annex only deals with one aspect of an operation, for example, intelligence, communications, public affairs, and soon. The purpose of annexes is to keep the body of the plan short, clear and simple.

A public affairs annex is prepared for all training and contingency plans and appropriate operational

(Asterisks indicate items that may not be required or applicable)

Letterhead
If typed, beginning on 4th line from top of page, centered.

* **Classification**
Typed in capitals, 1 line (2 lines if there is an overlap) below date, beginning at left margin. (Many dates which are rubber stamped occupy approximately 2 lines.)

Designation
Beginning at left margin, typed in capitals and underlined, on 2nd line below classification, if any; otherwise on 2nd line below date.

* **From**
2 lines below preceding line of typing, beginning at left margin.

* **To**
1 line below preceding line of typing, beginning at left margin. Addressees shall be shown on the "to" line by individual titles, collective titles, or descriptive titles. If none of these titles is appropriate and a distribution list is used, the words "distribution list" shall not be shown in the "to" line. In this event, the "to" line shall be omitted, and the addressees shall be identified under the "distribution" line following the signature.

* **Enclosure(s)**
2 lines below preceding line of typing, beginning at left margin, each enclosure notation beginning on a new line. Numbered (1), (2), (3), etc., and described.

Text
Principal paragraphs are numbered; subparagraphs are alternately lettered or numbered, as in outlining; paragraph titles are underlined. Heading is followed by period if text follows immediately. If heading stands alone, normally followed by blank line, period is omitted. *Note: Last paragraph identifies forms and reports, if any, and includes their titles and symbols/numbers.

* **Downgrading**
Automatic time-phased downgrading, or automatic declassification information shall be shown on each classified directive, with special notation that applies to its contents.

CONFIDENTIAL

COMMANDER IN CHIEF
UNITED STATES ATLANTIC FLEET
NORFOLK, VIRGINIA 23511

CINCLANTFLTINST C5000.0
AF-01-02
Ser 064-210
1 Feb 1992

CONFIDENTIAL (Unclassified upon removal of enclosure)

CINCLANTFLT INSTRUCTION C5000.0

From: Commander in Chief, U.S. Atlantic Fleet
To: Addressees

Subj: First page of a letter-type directive; sample of (U)

Ref: (a) (Describe)

Encl: (1) (Describe)

1. Purpose. (Text)

2. Cancellation. (Identification of directives being canceled, if any.)

3. Title. (Text)

4. Title. (Text)

a. Title (optional) (Text)

b. Title (optional) (Text)

5. Title. (Text)

6. Title. (Text)

7. Title. (Text)

UNCLASSIFIED EXAMPLE FOR TRAINING PURPOSES

CLASSIFIED BY. . . . .
SUBJECT TO GENERAL DECLASSIFICATION SCHEDULE OF EXECUTIVE ORDER 11652 AUTOMATICALLY DOWNGRADED AT TWO YEAR INTERVALS DECLASSIFIED ON DECEMBER 31, (Year)

CONFIDENTIAL
CONFIDENTIAL

---

* **Classification**
Marked, top outside margin.

Identification Symbols
Designation abbreviation, drafter's code (or other identification, if employed locally), serial number, if any (required, if classified), and date. 1 line (2 lines if there is an overlap) below letterhead. Blocked at left with longest line ending flush with right margin. If designation abbreviation overlaps last line of letterhead, it should either be typed on second line below last line of letterhead, or divided into 2 lines, broken after "INST" or "NOTE."

Subject
2 lines below preceding line of typing, beginning at left margin.

* **Reference(s)**
2 lines below preceding line of typing, beginning at left margin, each reference citation beginning on a new line. Lettered (a), (b), (c), etc., and described.

Note
This is a sample of the first page of a multiple-page instruction. Refer to sample of continuation page for guidance on format for signature, distribution, and stocking information.

* **Classification**
Typed in capitals and marked, bottom outside margin.

Figure 1-3.–Standard Navy instruction format.

(Asterisks indicate items that may not be required or applicable)

- **Classification**
  Typed in capitals on 4th line and marked above. Even-numbered page: begins at left margin. Odd-numbered page: top outside margin.

  Identification
  2 lines below classification, if any, or on 4th line from top of page. Even-numbered page: begins at left margin. Odd-numbered page: longest line ending flush with right margin.

CONFIDENTIAL

```
NAVMATINST C0000.0
1 Feb 1992

5.  *(C) Title.  (Text)


6.  *(U) Title.  (Text)

    a.  *Title.  (Text)

    b.  *Title.  (Text)


                        JOHN L. DOE
                        By direction

Distribution (3 copies):
SNDL FF1 (Naval District Commandants)

Copy to (2 copies):
SNDL 21A (Fleet Commanders in Chief)

Stocked:
Supply and Fiscal Department (514.32)
Naval Station
Washington, D.C.  20390
```

UNCLASSIFIED EXAMPLE
FOR TRAINING PURPOSES

```
Cross Reference 1001

CONFIDENTIAL
```

CONFIDENTIAL 2

Signature
Name in capitals typed or stamped, on 4th line below preceding line of typing, beginning at horizontal center of page. Title or "By direction" (when required), 1 line below, and blocked with, name.

- **Copy to**
  Quantity requirements, if necessary, are typed in parentheses after "Copy to." Typed on 2nd line below last line of "Distribution" information.

Distribution
Quantity requirements, if necessary are typed in parentheses after "Distribution" if same quantity is sent to each addressee; or after list code if different quantities are sent to addressees. Typed 2 lines below last line of signature information, blocked at left margin.

- **Stocking**
  2 lines below preceding line of typing, beginning at left margin.

- **Cross Reference**
  Typed at lower left of signature page, approximately 1 inch from bottom.

- **Classification**
  Typed in capitals and marked. Even-numbered page: begins at left margin. Odd-numbered page: bottom outside margin.

Page Number
Pages are numbered consecutively, beginning with second, 3 lines or ½ inch from bottom of page, centered.

Figure 1-4.–Standard Navy instruction format (continuation page).

(Asterisks indicate items that may not be required or applicable)

Designation
Typed in capitals and underlined, 5 lines below last line of address in letterhead, if unclassified (7 lines if classified), beginning at left margin.

• **Text**
Next-to-last paragraph identifies forms and reports, if any, and includes their titles and symbols/numbers. If cancellation has contingent provision, this is stated in last paragraph. Date is always last day of month, except when such date would create an administrative problem.

• **Stocking**
Not mandatory on notices, since stocks are held by originating offices.

Note
This sample emphasizes items peculiar to a notice. Refer to sample instruction and continuation page for guidance on common items.

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, D.C. 20350

Canc frp*: Feb 93

IN REPLY REFER TO
OPNAVNOTE 0000
Op-09B
1 Dec 1992

OPNAV NOTICE 0000

From: Chief of Naval Operations
To: Commandants of Naval Districts

Subj: (Describe)

1. Purpose. (Text)

2. Title. (Text)

3. Title. (Text)

 a. Title. (optional) (Text)

 b. Title. (optional) (Text)

4. Cancellation. When action has been completed.

J. L. DOE
By direction

Distribution (3 copies):
SNDL FF1 (Naval District Commandants)

Stocked:
OPNAV (09B24)

Figure 1-5.–Standard Navy notice format.

Designation
Complete identification of change transmittal, typed in capitals and underlined, beginning at left margin.

Subject
Subject of directive being changed is always given.

Text
Last paragraph carries self-canceling provision, but does not include specific cancellation date.

Note
This sample emphasizes items peculiar to a change transmittal. Refer to sample instruction for guidance on common items.

DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20350

SECNAVINST 5215.1C CH-1
Op-09B
1 Mar 1992

<u>SECNAV INSTRUCTION 5215.1C CHANGE TRANSMITTAL 1</u>

From: Secretary of the Navy
To: All Ships and Stations

Subj: Department of the Navy Directives Issuance System

Encl: (1) Revised page 10

1. <u>Purpose</u>. To transmit new page 10, which revises procedures for preparing a change of transmittal.

2. <u>Action</u>. Remove page 10 of the basic instruction and insert enclosure (1).

3. <u>Cancellation</u>. When the required action has been taken and the change entered in the record of changes.

J. LEE DOE
Under Secretary of the Navy

Distribution:
SNDL, Parts 1 and 2
MARCORPS Lists H and I

Stocked:
Supply and Fiscal Dept. (514.32)
Naval Station
Washington, D.C. 20390

Figure 1-6.–Standard Navy change transmittal format.

orders. The annex includes, but is not limited to, the following:

- Delegation of responsibility for the release of information and the general conduct of public affairs
- Scope of pictorial and written coverage desired
- General and specific instructions on policy governing information activities
- Specific instructions on such matters as briefing news media representatives, news release format, still and video documentation and news photography, radio and television arrangements, information kits, staffing of CIBs and joint information efforts and critiques or resumes of the operation

Appendix II of this manual contains an example of a public affairs annex to the OPORD.

CIB Plan

This type of public affairs plan is usually promulgated as a notice, establishing and putting into operation of a CIB to coordinate and cover information activity of special events and other news situations. Appendices III and VI of this manual show examples of CIB plans.

Adverse Incident Plan

An adverse incident plan is usually included as an appendix to each public affairs plan. The purpose of an adverse incident plan is to specify the procedure and format for the release of information concerning casualties, injuries and accidents or disasters. Appendix IV of this manual gives an example of an adverse incident plan.

MESSAGES

As a public affairs office manager, you must be familiar with the procedures for preparing naval messages.

When regular correspondence cannot be drafted due to time constraints, a message will get time-sensitive or critical information to the addressee rapidly for maximum effective use.

Messages are prepared on the Joint Message Form (DD 173/2) (fig. 1-7) to be sent by electrical telecommunications. Since the DD 173/2 is read by optical seamer, it must be prepared in double-spaced format using an OCR typeface. Complete procedures for naval message format are contained in the Telecommunications Users Manual, Naval Telecommunications Procedures (NTP) 3. In some commands, the Joint Message Form is no longer used. It has been replaced by word processing direct transmission or giving a floppy disk to the message center. Find out what procedures are accepted at your command.

Parts of a Message

The information detailed below will show you how to prepare a simple message for transmission. Use figure 1-7 to identify the position of each block.

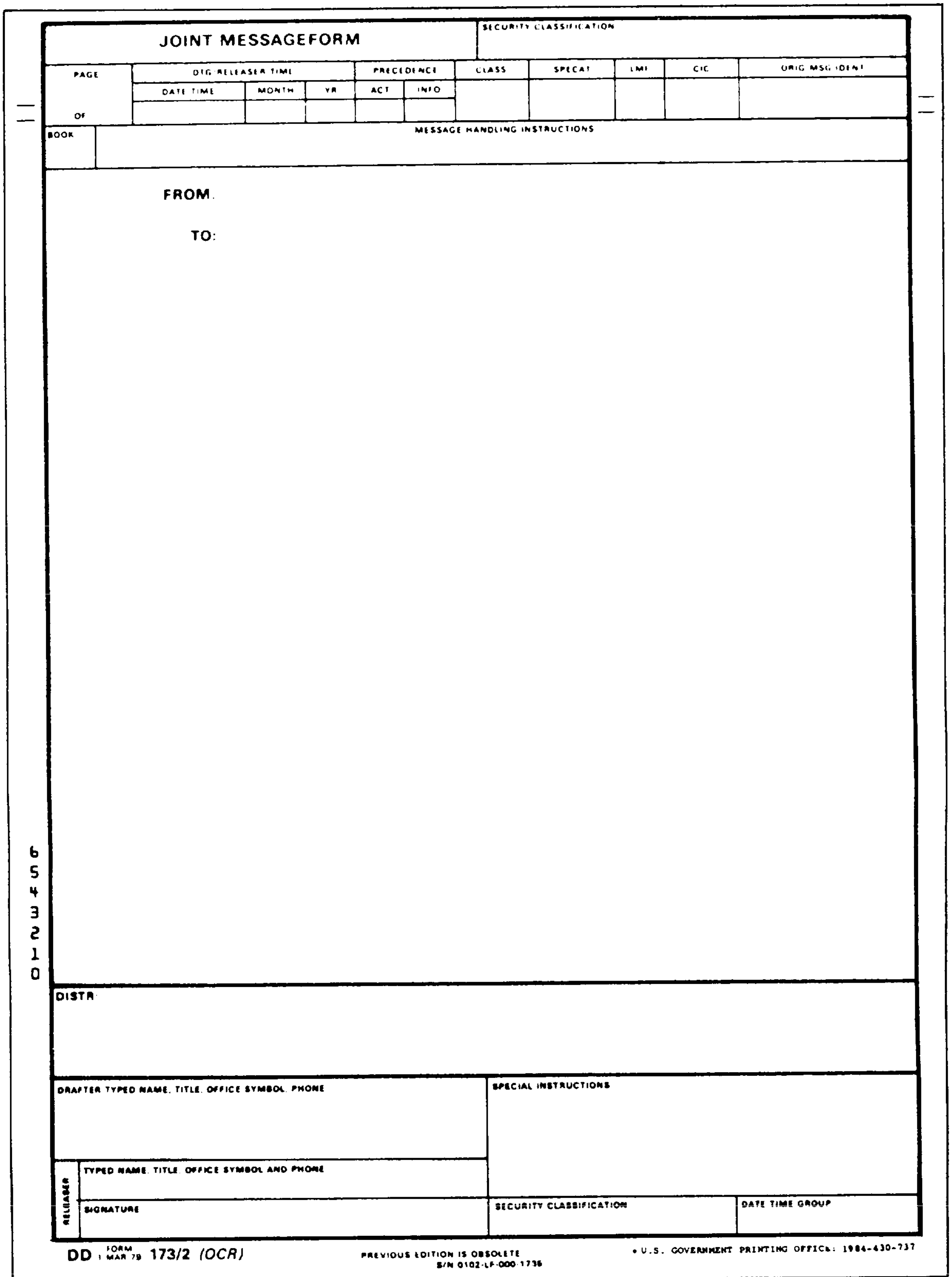
PAGE BLOCK.– The first digit is the number of the current page. The second digit is the total number of pages of a multipage message.

DTG/RELEASER TIME BLOCK.– The date-time group (DTG) consists of three elements: the date-time expressed in digits, the month, and the year. The first two digits of the date-time are the date of the month, the second two digits are the hour and the third pair of digits are the minute. The hour and minute reflect a standard time zone, ZULU (Z) time. This allows Navywide standardization of time designations. The month notation is the three-character month abbreviation. The year is expressed with the last two digits of the year. So, a complete DTG would read 2018202 MAY 93. The DTG will be assigned to the message according to local procedures.

PRECEDENCE BLOCK.– The precedence assigned to a message is determined by the subject matter of the text and the desired writer to reader delivery time.

The four precedence categories and the speed of service objectives for each category are as follows:

Routine.– Precedence prosign R is assigned to all types of message traffic that justify electrical transmission but are not of an urgent enough nature to require a higher precedence. Examples are messages concerning normal peacetime operations, programs and projects; stabilized tactical operations; operational plans concerning projected operations; periodic or consolidated intelligence reports; ship movements; supply and requisition and administrative, logistics, and personnel matters. The speed of service objective is within six hours. Most public affairs messages will fall into this category.



JOINT MESSAGEFORM

SECURITY CLASSIFICATION

PAGE	DTG RELEASER TIME			PRECEDENCE		CLASS	SPECAT	LMF	CIC	ORIG MSG IDENT
	DATE TIME	MONTH	YR	ACT	INFO					
OF										

BOOK

MESSAGE HANDLING INSTRUCTIONS

FROM:

TO:

6
5
4
3
2
1
0

DISTR:

DRAFTER TYPED NAME, TITLE, OFFICE SYMBOL, PHONE

SPECIAL INSTRUCTIONS

RELEASER

TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE

SIGNATURE

SECURITY CLASSIFICATION

DATE TIME GROUP

DD FORM 1 MAR 79 173/2 (OCR)

PREVIOUS EDITION IS OBSOLETE
S/N 0102-LF-000-1736

* U.S. GOVERNMENT PRINTING OFFICE: 1984-430-737

Figure 1-7.-Joint Message Form (DD 173/2).

Priority.– Precedence prosign P is reserved for messages that furnish essential information for the conduct of operations in progress. Priority is the highest precedence normally authorized for administrative messages. Exceptions are messages reporting death, serious illness or serious injury which may be assigned administrative precedence.

Messages assigned the priority precedence normally include situation reports on the position of a front where an attack is impending, or where tire or air support will soon be placed; orders to aircraft formations or units to coincide with ground or naval operations; messages concerning immediate movement of naval, air or ground forces; weather observations with surface wind speeds 33 knots or less and all oceanographic observations. The speed of service objective is within three hours.

Immediate.– Precedence prosign O is reserved for messages relating to situations that gravely affect the national forces or populace and that require immediate delivery. Examples are as follows: amplifying reports of initial enemy contact; reports of unusual movements of military forces of foreign powers in time of peace or strained relations; attack orders to commit a force in reserve without delay; reports of widespread civil disturbance and requests for or directions concerning distress assistance. The speed of service objective is within 30 minutes.

Flash– Precedence prosign Z is reserved for initial enemy contact reports or operational combat messages of extreme urgency. Examples are initial enemy contacts; messages recalling or diverting friendly aircraft about to bomb targets unexpected y occupied by friendly forces; warnings of imminent large-scale attacks; extremely urgent intelligence messages; messages containing major strategic decisions of great urgency and reports of tropical storms, typhoons or hurricanes believed to be previously undetected. The speed of service objective is as fast as possible with an objective of less than 10 minutes.

Messages that have both action and information addressees may be assigned a single precedence, or they may be assigned a dual precedence-a higher precedence for the action addressees and a lower one for all information addressees. It is important that the assignment of dual precedence be considered on all messages with information addressees when other than routine precedence is assigned to the action addressee(s).

Classification Block

This block consists of the classification abbreviation repeated four times (UUUU, CCCC and SSSS).

Originator Message Identification (ORIG MESSAGE IDENT) Block

This block is used by the preparer to assign an identifying number to help in keeping track of messages within the command. It consists of a three-digit Julian date combined with the four-digit ZULU time that the message was typed.

Message Handling Instruction Block

The word ADMIN is typed here if a message is determined to be administrative instead of operational in nature.

From Line

The originating short title of the command as listed in the Message Address Directory (MAD), USN PLAD-1, is typed following the preprinted FROM.

To Line

The short title of the intended recipient(s) of the message is listed here after the preprinted TO. List each addressee directly under the previous one. There is no limit to the number of addressees that can be listed.

NOTE: On second and subsequent pages, the words FROM and TO preprinted on the form are ignored and typed over.

Info Line

Commands being sent the message for information only (no action required on their part) are listed here. The word INFO is typed on the form under TO in a position that allows INFO addressees to be listed directly under the TO addressees.

Classification and SSIC Line

This line shows the classification followed by the Standard Subject Identification Code (SSIC) of the subject matter. The SSIC is set off with two slashes before and after, and the number is preceded by an N to denote that the message was originated in the Navy. Example: UNCLAS//N05720//. Specific instruction on the makeup of the classification entry can be found in NTP-3 and local operating procedures.

Subject Line

Type the word SUBJ under the classification line and follow it with the plain language subject of the message.

Text

The text of a naval message is prepared following standard paragraphing procedures. Message paragraphs are numbered, except for short one-paragraph messages or formatted messages. If the message is classified, it is marked with the proper paragraph and downgrading markings.

The punctuation marks that may be used within the text are as follows:

Hyphen (-)

Question mark (?)

Colon (:)

Dollar sign ($)

Apostrophe (‘)

Ampersand (&)

Parentheses ( )

Period (.)

Comma (,)

slant (/)

Quotation mark (“)

Punctuation marks that may not be used are as follows:

Number symbol (#)

“At” sign (@)

Percent (%)

Fractions (1/2, 1/4)

Asterisk (*)

Underscore (_)

Cent sign (¢)

Distribution, Drafter Release Blocks

These blocks are filled in on the first page only. Local procedures determine block comments.

Security Classification Block

The unabbreviated security classification is typed in this block.

Since the message form is read by computer, each entry must be placed in a predetermined position on the paper. NTP-3 and local procedures define the margin and tab settings you will use in message preparation.

UNIT SITREP

A sailor is lost at sea. . . two jets collide while taxiing on an aircraft carrier’s flight deck . . . an accident aboard a naval station results in the loss of hundreds of dollars worth of equipment...these are some of the incidents that warrant the preparation of a unit situation report (SITREP).

A unit SITREP is a message transmitted by any unit CO, officer in charge, or other commander to notify appropriate operational commanders and seniors in the chain of command of a significant event or incident.

Generally, the unit SITREP is used when an incident does not meet the criteria of the Operational Report (OPREP) 3 reporting system. An OPREP 3 is a higher level reporting system used to inform senior authority that an incident of national or high U.S. Navy interest has occurred.

Unit SITREPS are most often written by the operations department of a ship or shore command. However, there are times when a senior journalist is asked to assist in the writing of a unit SITREP.

A unit SITREP is transmitted within 20 minutes of knowledge of an event or incident under the following conditions:

- When directed
- When considered appropriate by the reporting activity
- When bomb threats have been evaluated as a hoax

Included in a unit SITREP is a brief account of the event being reported. Basic rules of journalism apply to the formulation of a SITREP. Use clear, concise statements that answer the following questions:

- What happened?
- Who was involved?
- Where did it happen?

- When did it happen?
- Why did it happen?
- What action is ongoing?
- What future action is planned?

When drafting a unit SITREP, you may not report sensitive personal information that might cause an unwarranted invasion of personal privacy of the individuals involved in the incident. These incidents include reports of spouse/child abuse, assault or rape of a service member or dependent. In sensitive circumstances where disclosure of the identity of the individuals involved might cause embarrassment or inconvenience, the personal identity of those involved should be withheld. A generic identification, such as "PO1" or "20 YR OLD FEMALE E-3" will do.

The general guideline with regard to the release of information applies to a unit SITREP: **DO NOT DELAY AN INITIAL REPORT TO GAIN ADDITIONAL INFORMATION.** Remember, you have 20 minutes to get the initial message out. The assigned precedence depends on the situation at hand.

A sample unit SITREP is shown in figure 1-8. More specific information and guidelines on the unit SITREP may be obtained in the OPNAVINST 3100.6 series (Special Incident Reporting).

NEWS RELEASE IN MESSAGE FORM

A proposed news release or statement with questions and answers for response to query in message form may accompany or immediately follow a unit SITREP. This type of release amplifies the information contained in the unit SITREP.

The proposed news release should leave the ship within one hour of the time of the incident. As with the unit SITREP, the initial release must NOT be deferred until the full story is available. An initial release, no matter how sketchy or incomplete, alerts public affairs personnel ashore at the earliest possible moment and allows them to begin preparing to assist you.

Ideally, the initial news releases and follow-up news releases should answer the same questions addressed in the unit SITREP. Some others which may come to mind (if applicable) include the following:

- What is the number of personnel injured/killed?
- How many personnel are still missing?
- Has the situation been brought under control by the time of the release, or is it still out of control?
- Were news media present? If so, provide names and affiliations. If not, so state.

As additional information becomes available and, as appropriate, submit follow-up message news releases. These releases need not be completed stories; outlines of pertinent information will assist public affairs personnel at a higher command level in handling media interest.

A sample message press release is shown in figure 1-9.

PUBLIC AFFAIRS GUIDANCE (PAG)

Public affairs guidance (PAG) is a source on what to say and what not to say on a particular issue. It is intended to convey the official Navy or command position and to anticipate any possible questions with appropriate answers.

Any issue or topic that is either likely to be of interest to the media, either external or interred, or to generate questions should have corresponding PAG written. Examples include a civilian hiring freeze at a shore facility or a ship's public visitation. The more controversial the issue, the more PAG is needed. Information derived from memoranda, tips, meetings and messages will help you decide whether or not PAG is required.

PAG relating to national or Navywide issues are written by the CHINFO Plans, Policy and Community Relations Division (01-5). You will come across CHINFO-generated PAG in your message traffic.

Before you sit down and draft PAG, you should take the following planning steps:

1. Gather information from the people involved in the issue and from official Navy sources (messages, memoranda, etc.).
2. Develop key points of contact and work closely with them.
3. Work with your points of contact, not against them. Make them understand in a tactful manner that the PAG is intended to help their mission by informing interested parties. Try to be a part of the team and take their goals and constraints into consideration.
4. Ask questions. If a question occurs to you, it will most likely occur to someone else.

ROUTINE
R 241945Z OCT 91

FM COMNAVBASE SEATTLE WA

TO CINCPACFLT PEARL HARBOR HI

INFO CNO WASHINGTON DC
COMNAVSEASYSCOM WASHINGTON DC
COMNAVSURFPAC SAN DIEGO CA
CDRUSASIX AND PSF SAN FRANCISCO CA
NMPC WASHINGTON DC
COMNAVAIRPAC SAN DIEGO CA
COMNAVBASE SAN FRANCISCO CA
COMNAVBASE SAN DIEGO CA
COMNAVBASE PEARL HARBOR HI
COMNAVSURFRESFOR NEW ORLEANS LA
NAVMARCORESCEN SPOKANE WA
NAVRESREDCOM REG TWO TWO SEATTLE WA

UNCLAS //N03440//

MSGID/UNIT SITREP/COMNAVBASE SEATTLE/001//

1. FIRES IN SPOKANE, WASHINGTON 100 PERCENT UNDER CONTROL.

2. NAVMARCORESREDCEN SPOKANE PROVIDED SHELTER FOR 350 FIRE FIGHTERS TWO NIGHTS 20-21 OCT 91.

– FIRE FIGHTING EQUIPMENT TOTALED 85 UNITS, I.E., FIRE TRUCKS, TANKERS, FOOD SERVICE UNITS.

– UNITS CAME FROM OR, WA, ID, NM

– NAVMARCORESREDCEN USED AS AN EMERGENCY OPERATIONS CENTER BY SPOKANE COUNTY DEPT OF EMERGENCY SERVICES, SPOKANE FIRE DEPT, STATE OF WASHINGTON DEPT OF NATURAL RESOURCES, DUE TO PROXIMITY (4 MILES) OF MAJOR FIRE AREAS.

– NAVRESCEN SELECTED AS A "GOOD STAGING AREA" BECAUSE OF SECURITY OF FACILITY, ADEQUATE PARKING SPACE FOR LARGE VEHICLE MARSHALLING AREA.

Figure 1-8.-Unit Situation Report (SITREP).

3. FACILITY LEFT CLEAN AND IN GOOD ORDER.

– ONE GLASS FRONT DOOR PANE BROKEN BY FIRE FIGHTER; REPLACEMENT COST $400.00. STATE OF WA DEPT OF NATURAL RESOURCES IS PAYING FOR GLASS DOOR REPLACEMENT AND PROVIDING JANITORIAL SERVICES.

4. INITIAL REQUEST CAME SUNDAY 20 OCT 91. NORMAL DRILL WEEKEND IN PROGRESS WITH FULL STAFF AVAILABLE AT NAVRESCEN.

– CO, CAPT H. RALSTON, AFTER NOTIFICATION TO COMNAVBASE SEATTLE AT 1035 20 OCT 91, ESTABLISHED A 24-HOUR WATCH.

– WA ARMY NATIONAL GUARD PROVIDED SECURITY AT TWO GATES.

– MOBILE INSHORE UNDERSEA WARFARE UNIT 102, AND MARINE CORPS RESERVE INSTRUCTOR INSPECTOR STAFF PROVIDED PART OF WATCH STANDING TEAM.

– MOBILE FIELD KITCHEN ORIGINALLY SET UP IN TENT, BLOWN OVER BY WINDS GUSTING TO 52 M.P.H., REESTABLISHED IN MARCORPS BARN WITHOUT DISRUPTING MEAL SERVICE.

5. PER COMMANDING OFFICER, "WHOLE EVOLUTION WENT EXCEPTIONALLY WELL . . . GOOD EXAMPLE OF INTERAGENCY COOPERATION IN EMERGENCY."

Figure 1-8.-Unit Situation Report (SITREP)-Continued.

After you have completed the necessary planning steps, organize your information and write the PAG. Some tips are as follows:

- A single issue can be diverse in nature. In this instance, select the most important topic and make this topic the subject of the statement.
- The statement should be a clear, concise report of the issue. It is the official command statement regarding the subject. Make it as short and as simple as possible without compromising clarity.
- After the statement, write a list of likely questions and their proper answers. Ask other people who are familiar with the issue for their ideas. If the answer is not in the information you gathered initially, conduct further research to find out if that information is releasable.
- Always strive to keep the guidance easily understood, accurate and within the bounds of security and official policy.

Sample PAG is shown in figure 1-10.

IMMEDIATE
0 010001Z JAN 91

FM USS BLACKSHOE

TO COMSEVENTHFLT

INFO CINCPACFLT PEARL HARBOR HI
CHINFO WASHINGTON DC
COMNAVSURFPAC SAN DIEGO CA
APPROPRIATE GROUP/SQUADRON AND CHAIN OF COMMAND
COMUSNAVPHIL SUBIC BAY RP
SEVENTHFLT PA REP SUBIC BAY RP
FHTNC NORFOLK VA

UNCLAS //N05720//

SUBJ: ACCIDENT PRESS RELEASE

A. CINCPACFLT OPORD 201, ANNEX F
B. USS BLACKSHOE LTR 5720 SER 308 OF 26 DEC 90

1. IAW REF A, FOLLOWING PRESREL PROPOSED FOR RELEASE:

A. QUOTE. USS BLACKSHOE AT SEA, 31 DEC — SIX PERSONS WERE KILLED AND EIGHT INJURED — FOUR CRITICALLY — AS A FLASH FIRE SWEPT THROUGH THIS DESTROYER'S AFTER ENGINE ROOM TODAY.

B. THE FOUR CRITICALLY INJURED MEN HAVE BEEN MEDICALLY EVACUATED TO THE U.S. NAVAL HOSPITAL AT SUBIC BAY IN THE REPUBLIC OF THE PHILIPPINES. THE OTHER INJURED MEN ARE PROGRESSING SATISFACTORILY AFTER BEING TREATED BY THE BLACKSHOE'S INDEPENDENT DUTY CORPSMAN FOR SMOKE INHALATION AND MINOR BURNS.

C. THE FIRE BROKE OUT AT 2034H AND WAS EXTINGUISHED AT 2108H AS THE SHIP WAS STEAMING ABOUT 75 NAUTICAL MILES FROM SUBIC BAY. THE SIX MEN WHO DIED WERE ON WATCH IN THE FIREROOM AND APPARENTLY WERE TRAPPED AS THE FLAMES QUICKLY SPREAD THROUGHOUT THE SPACE.

D. THE CAUSE OF THE FIRE IS NOW UNDER ROUTINE INVESTIGATION.

E. BLACKSHOE IS NOW EN ROUTE TO SUBIC BAY UNDER GREATLY REDUCED SPEED AND IS EXPECTED TO ARRIVE SHORTLY AFTER DAYBREAK.

F. IDENTITY OF THE DEAD AND INJURED PERSONNEL IS BEING WITHHELD PENDING NOTIFICATION OF NEXT OF KIN. UNQUOTE.

2. NO NEWSMEN WERE EMBARKED.

Figure 1-9.-Accident press release.

ROUTINE
R 171146Z DEC 90

FM CHINFO WASHINGTON DC

TO AIG ONE ONE ZERO FOUR ONE
AIG ONE THREE EIGHT THREE ONE
COMNAVRESFOR NEW ORLEANS LA
COMPHIBGRU THREE ATF

UNCLAS //N05720//

SUBJ: PUBLIC AFFAIRS GUIDANCE - STOP LOSS ACTION FOR NAVY PERSONNEL

A. CNO WASHINGTON DC 131742Z DEC 90

1. THE NAVY HAS ANNOUNCED A SECOND STOP LOSS ACTION, THIS ONE APPLYING TO OFFICER AND ENLISTED MEDICAL PERSONNEL WHOSE SKILLS ARE IN SHORT SUPPLY AS A RESULT OF OPERATION DESERT SHIELD AND WHOSE EFFECTIVE DATES OF RETIREMENT OR SEPARATION FALL ON OR AFTER 2 JANUARY 1991.

2. THIS IS THE NAVY'S SECOND USE OF STOP LOSS AUTHORITY. THE NAVY'S PREVIOUS USE OF STOP LOSS AUTHORITY, AS ANNOUNCED ON DECEMBER 4, AFFECTED ONLY NAVY PERSONNEL ASSIGNED TO MARINE CORPS UNITS COMMITTED TO DESERT SHIELD, INCLUDING MEDICAL, RELIGIOUS SUPPORT AND SOME OTHER SPECIALTIES.

3. THIS NEW USE OF STOP LOSS AUTHORITY AFFECTS ALL NAVY DOCTORS, PHYSICIAN ASSISTANTS, NURSES, HOSPITAL CORPSMEN, ORAL SURGEONS AND MEDICAL SERVICE CORPS PERSONNEL IN EIGHT SPECIALTIES. THESE ARE SKILLS WHICH ARE CRITICAL AND IN SHORT SUPPLY DUE TO EXPANDED REQUIREMENTS FOR NAVY MEDICAL PERSONNEL TO SUPPORT MARINE CORPS UNITS, HOSPITAL SHIPS, OTHER CASUALTY TREATMENT SHIPS AND SHORE-BASED FLEET HOSPITALS SUPPORTING DESERT SHIELD.

4. STOP LOSS AUTHORITY PERMITS THE SERVICES TO RETAIN SERVICE MEMBERS ON ACTIVE-DUTY BEYOND THEIR RETIREMENT DATE, RELEASE FROM ACTIVE DUTY DATE (RAD), END OF OBLIGATED SERVICE (EAOS), OR — IN THE CASE OF RESERVE PERSONNEL — UNTIL THE COMPLETION OF THE MEMBERS RECALL ORDERS. BASED ON AN AUGUST PRESIDENTIAL ORDER, THE SECRETARY OF DEFENSE GRANTED STOP LOSS AUTHORITY TO THE SERVICE SECRETARIES TO USE AS NEEDED TO RETAIN PERSONNEL ESSENTIAL TO THE NATIONAL SECURITY IN POSITIONS AND SKILLS CONSIDERED CRITICAL TO OPERATION DESERT SHIELD.

Figure 1-10.-Public Affairs Guidance (PAG).

5. THE FOLLOWING QUESTIONS AND ANSWERS ARE PROVIDED FOR USE IN RESPONSE TO QUERY:

Q1. DOES THE NAVY PLAN TO USE STOP LOSS AUTHORITY FOR OTHER PERSONNEL?

A1. THE NAVY CONTINUES TO ASSESS PERSONNEL REQUIREMENTS RELATED TO DESERT SHIELD AND MAY USE STOP LOSS AUTHORITY IN ADDITIONAL CASES IF MANNING CONDITIONS OR EVENTS SO DICTATE.

Q2. WHAT PERSONNEL ARE INVOLVED IN THIS STOP LOSS ACTION?

A2. PERSONNEL AFFECTED ARE ENLISTED HOSPITAL CORPSMEN; MEDICAL CORPS OFFICERS; NURSE CORPS OFFICERS; CHIEF WARRANT OFFICERS WHO ARE PHYSICIAN'S ASSISTANTS; DENTAL CORPS OFFICERS WITH A SPECIALTY IN ORAL SURGERY; AND MEDICAL SERVICE CORPS OFFICERS WITH SPECIALTIES IN PHYSICIAN'S ASSISTANT, CLINICAL PSYCHOLOGY, ENVIRONMENTAL HEALTH, MEDICAL TECHNOLOGY, PHYSICAL THERAPY, DIETITIAN, PHARMACY AND OPTOMETRY. STOP LOSS APPLIES TO THESE INDIVIDUALS WHEN EFFECTIVE DATES OF SEPARATIONS OR RETIREMENT FALL ON OR AFTER JANUARY 2, 1991, INCLUDING NAVAL RESERVE MEDICAL PERSONNEL RECALLED FOR DESERT SHIELD.

Q3. ARE THERE EXCEPTIONS?

A3. THE STOP LOSS DOES NOT PRECLUDE THE SEPARATION OF PERSONNEL WHO ARE PROCESSED UNDER NORMAL PROCEDURES FOR HARDSHIP, DISABILITY, INVOLUNTARY ADMINISTRATIVE SEPARATION, MANDATORY RETIREMENT (INCLUDING SELECTIVE EARLY RETIREMENT OF OFFICERS AND HIGH YEAR TENURE FOR ENLISTED PERSONNEL), OR DISCHARGE UNDER THE UNIFORM CODE OF MILITARY JUSTICE. OTHERWISE, EXCEPTIONAL CASES WILL BE CONSIDERED ON A CASE-BY-CASE BASIS FOR POSSIBLE EXCEPTION.

Q4. HOW MANY PERSONNEL ARE INVOLVED?

A4. THIS ACTION APPLIES TO APPROXIMATELY 6,000 NAVY ENLISTED PERSONNEL (HOSPITAL CORPSMAN) AND 2,400 OFFICERS WHO OTHERWISE WOULD HAVE BEEN ELIGIBLE TO LEAVE ACTIVE SERVICE BETWEEN JANUARY 2 AND SEPTEMBER 30, 1991. IT ALSO APPLIES TO SOME NAVAL RESERVE HOSPITAL CORPSMEN WHOSE ENLISTMENTS WERE SCHEDULED TO EXPIRE PRIOR TO THE END OF THEIR RECALL PERIOD.

6. QUESTIONS BEYOND THE SCOPE OF THIS GUIDANCE SHOULD BE REFERRED TO THE CHINFO NAVY NEWS DESK, 703-697-5342/4627 OR NMPC PAO, 703-614-4200.

7. RELEASED BY CAPT R. S. PRUCHA.

Figure 1-10.-Public Affairs Guidance (PAG)-Continued.

MEMORANDUM FOR THE RECORD

A memorandum for the record is an important administrative tool that allows you to do the following:

- Record significant information that, otherwise, would not-be recorded in writing.
- Record telephone calls in anticipation of the written word.
- Maintain a record copy of action underway and the reasons for the action.
- Pass information up the chain to keep your bosses informed.
- Keep personnel informed on key issues.
- Cover yourself.

As with a standard memorandum, the paragraphs are numbered and the margins are one inch on the left, right and bottom. Maintain a 1 1/4-inch top margin. The format for a memorandum for the record is shown in figure 1-11.

Memo for the Record (Date of MR)

Subject: Preparing a Separate Page Memorandum for the Record

1. Use a Separate Page Memorandum for the Record to fulfill any of the following functions:

a. To record significant information that would otherwise not be recorded in writing.

b. To record telephone calls in anticipation of the written word.

c. To serve as a record copy of action underway and reasons for the action.

d. To pass on information up the chain to keep the bosses informed within their division or agency.

e. To keep personnel informed on key issues.

f. To protect "thyself,"

2. Type or write it on a separate sheet of paper in this format. Paragraphs are numbered and margins are 1 inch at the left, right and bottom with a 1 1/4 inch top margin.

IT'S YOU
JO1, USN

Memo for the Record

Use this format when adding an Explanatory MR to the last page of the record copy of the basic correspondence. The Explanatory MR is typed on the coordination tissue carbon copies at the end of the correspondence (after the signature). If the signature falls at the bottom of the page, the Explanatory MR is typed at the top of the next page, still on the coordination set of tissue carbons. The MR is usually one paragraph long; if you cannot get it all in one, number your paragraphs. You do not need a subject line, and there is no signature element. Merely sign your last name after the last word of the text. The Explanatory MR gives the reader a quick synopsis of why the correspondence was drafted in the first place, who got involved in the process and what the real significance of the correspondence is.

Figure 1-11.-Memorandum for the record.

POINT PAPER

A point paper (also called a talking or issue paper) is a concise document that provides capsulized comments for use during a meeting or conference. It can also serve as a memory tickler or a quick-reference outline for a superior (usually the CO), or as a suitable study guide for the CO to use in preparing for a press conference.

The PAO or the senior journalist normally writes a point paper. The actual style of your point papers may vary, depending on the preference of your boss. Some commands will have an instruction or notice on their preparation.

There are two varieties of point papers. Figure 1-12 is the informal point paper format, and figure 1-13 is the formal point paper format.

POINT PAPER ON
PREPARATION OF INFORMAL POINT PAPERS

– A point paper is a concise document that provides succinct comments for use during a meeting or conference.

– Usually prepared by an action officer or staff member for a superior.

– Serves as a memory tickler or quick reference outline.

– Point papers are good study guides for a commander to use in preparing for press conferences where a number of areas may be discussed.

– Normally prepared in outline form and may use "telegraphic wording" rather than complete sentences.

– Style depends on user's knowledge of subject and desires.

– Formats vary, but this example illustrates one of the most popular.

– Uses dashes before major points; further indent subordinate points.

– Use the one-dash, two-dash, three-dash sequence.

– Double-spaced between points, and try to keep it to one page.

– Avoid chronologies and masses of statistics.

– You may write a background paper to accompany a point paper, if needed.

– Think of what the user will say; include the key facts.

Figure 1-12.-Informal point paper format.

POINT PAPER ON
FORMAL POINT PAPER FORMAT

PROBLEM

Statement or description of topic. Type “PROBLEM” three lines from title.

BACKGROUND

A summary of what has transpired to date. Block paragraph(s).

DISCUSSION

A summary of what remains to be done. Indented, numbered paragraphs.

1. There are formal and informal point papers. Formats are not universal, but this is a sample of a formal point paper used by some major commands.

2. Prepare on 8- x 10 1/2-inch plain bond paper.

3. Center the subject or title in underscored capital letters approximately 1 inch from the top of page.

4. Place security classification and markings (if any) in accordance with security regulations.

5. Use l-inch margins on top, right and bottom of page; use 1 1/4-inch margin on the left. Double-space all lines.

6. Use appropriate language to permit use of the paper for oral delivery without considerable paraphrasing, deletion and substitution. Write points in a brief, telegraphic style.

7. Formal point papers normally contain the five unnumbered headings you see underlined.

8. Point papers are written briefs prepared to jog the memory of managers during oral presentations; they are based on the assumption the intended user has knowledge of the subject. They may be used in conjunction with a background paper when detailed background on a subject is required.

CONCLUSION

Point papers are outline guidance papers concisely stating facts and giving a series of reminders.

RECOMMENDATION

Point papers should do the following:

1. Point out areas of disagreement.
2. Include areas of agreement.
3. Be limited to as few pages as possible.

(Enter office symbol of prepared here, in parentheses.)

Figure 1-13.-Formal point paper format.

FILES

Learning Objective: *Recognize the elements of a public affairs office filing system and the procedures associated with organizing a newspaper/magazine clip file.*

As a public affairs office manager, you must have the ability to file correspondence correctly and retrieve it quickly. The amount of time it takes you to locate a news clip or a news release from two months ago will depend on how well your files are organized.

Hardware

The types and sizes of file cabinets vary to accommodate the size of the material filed. Since materials should be filed without folding, the size of the cabinet is determined b y the size of the individual sheets, documents or other items to be filed.

Four- or five-drawer, steel, letter-size cabinets are the Navy standard for correspondence and documents. The Navy standard correspondence size is 8 1/2 by 11 inches, and file cabinets available through the supply system are designed to accommodate this size. Specialized file cabinets are available for larger sized documents, such as drawings, charts or legal-sized documents.

File Folders

Standard file folders are used to keep your correspondence orderly. They are available in two sizes: letter, 9 by 11 3/4 inches and legal, 9 by 14 3/4 inches. Each folder has an area for labeling that extends above any filed material. The area may run the entire length of the folder, known as the straight cut, or may be cut in one of three positions-left, center, or right-known as one-third cut. Straight-cut folders are used, generally, when the files are thick enough to make sure the labels of adjacent folders are easily seen. One-third cut folders space the labels across the drawer so that a label will not be hidden by the folder in front of it. Figure 1-14 shows files that are one-third cut tabs.

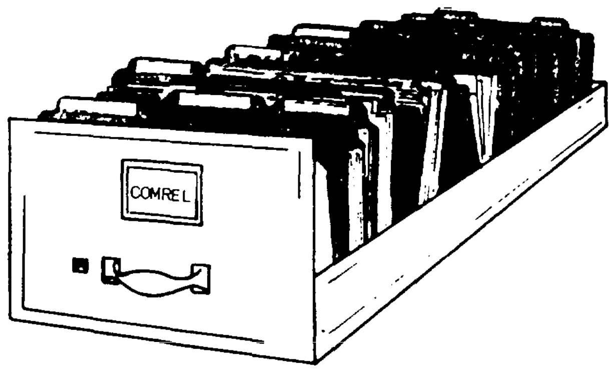


Figure 1-14.-File folders with one-third cut tabs.

Organization

The method of maintaining tiles is strictly up to the individual public affairs office manager. A basic file organization may follow the major divisions within a public affairs office (shown in figure 1-2) with individual file drawers (or entire file cabinets, if available) dedicated to the major office divisions and/or subdivisions.

No matter what organizational method you choose, you should maintain files on the following items:

- Incoming and outgoing correspondence
- Memoranda (including internal office memo randa, such as memoranda for the record, and those distributed outside the office
- Messages (incoming, outgoing, NNS, etc.)
- Stock photographs
- Stock video footage
- Biographies (CO, XO, C/MC)
- Command history
- Media contact list
- Subject files (environmental, PAG, etc.)
- News release tile

Clip File

Maintaining a comprehensive newspaper/magazine clip file is an important responsibility of a public affairs office manager. This file serves the following purposes:

- To support your external release efforts by retaking articles based on locally generated releases.
- To keep the CO and PAO informed on what is being said about the command in the print media, which leads to a better understanding of the local community.
- To help the CO better understand the print media.

- To be used as a historical source for future research by your staff and visiting media representatives.

- To provide a source for clips that maybe included in the command history.

Your clip file should be a showcase for all who set eyes on it. Do not settle for sloppily cut clips with jagged edges and words missing, or clips that are stapled or taped to its backing sheet. Make sure each clip is cut from the source as straight as possible, and center mount it on an 8 1/2-by 11-inch sheet of plain bond paper using a paper adhesive, preferably rubber cement. Stapling or taping the clip to the backing sheet will not give you a professional product.

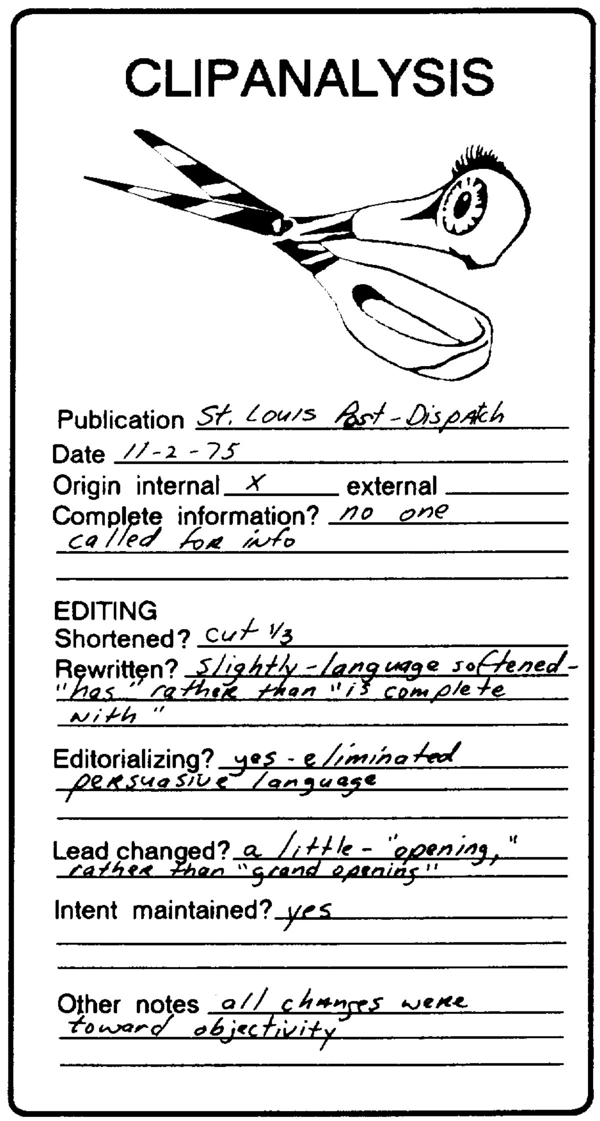
In either the upper left or upper right-hand corner of the clip sheet, type the following information: (1) name of the publication, (2) date of the publication and (3) the page number in which the clip appeared. Make a notation if the clip extended over more than one page.

Make a copy of each day's clips to forward to the CO, XO, C/MC and department heads for review. To make sure the clips do not fall out of the folder, punch two holes in the top of the mounting sheet of the clip and attach them using a two-pronged fastener. Staple or paper clip a route slip to the outside of the folder.

You may also want to analyze the clips that were developed from an office external release. This can be done by using a clip slip called "Clipanalysis."

Public Relations Quarterly explains how the CLIPANALYSIS system works.

> Almost every time a public relations writer sends off a news release, a number of questions arise.
>
> Will the publications use the release? Which publications? Why wouldn't it be used? Is it too slanted? Have the editors grown tired of the subject matter? If it is used, will it be edited, shortened, corrected or will the intent be changed?
>
> Puzzling questions? Of course, knowing the editors helps in sorting out the dilemma. And judicial media planning plays a part in clearing the fog, but experience is the best teacher, as the saying goes.
>
> At PR&D, a creative marketing communications firm serving the St. Louis area, we have found that the questions are becoming easier to handle, thanks to our system for analyzing experience in news release placement.
>
> Simply put, the system provides for gathering information on what editors use and do not use. Then with the information in hand, releases are prepared to mesh with editor's requirements.
>
> Here is how we do it: with a handy little form called a Clip Slip.
>
> When a clipping comes back to us, we study it carefully–as anyone would–but we carry the process a couple of steps further. Comparing the clipping to the release we issued, we analyze the differences by applying the puzzling questions noted earlier. (See the sample Clip Slip in figure 1-15.)


CLIPANALYSIS

Publication St. Louis Post-Dispatch
Date 11-2-75
Origin internal X external
Complete information? no one called for info

EDITING
Shortened? cut 1/3
Rewritten? Slightly-language softened-"has" rather than "is complete with"
Editorializing? yes - eliminated persuasive language
Lead changed? a little - "opening," rather than "grand opening"
Intent maintained? yes

Other notes all changes were toward objectivity

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174.1X

Figure 1-15.-Sample CLIPANALYSIS.

By faithfully evaluating clippings, we have compiled a store of documented data for each publication with which we deal. Periodically, the Clip Slip information is tabulated, making it easy to spot recurring forms of editing.

In addition, a provision is made on our distribution sheets for checking off the publications using our stories. This makes for speedy study of coverage.

Like any other procedure, Clipanalysis is not a cumbersome task if the work is not allowed to pile up. The evaluation process is really quite intriguing.

The system helps our firm gauge its effectiveness in a very concrete way, but more important, it lets us know how well we are servicing our clients. This kind of evaluation is an area in which too many public relations firms are lax, and an area where advertising agencies take the lead.

The advantages of Clipanalysis are appealing to any public relations practioner. It relieves tension by transforming guesswork about placement into documented guidelines. And it aids in relations with editors by always providing them with what they want–nothing more, nothing less, nothing unacceptable.

THE TELEPHONE

Learning Objective: *Recognize the fundamentals of telephone etiquette, properly taking messages and using answering and facsimile machines.*

Good telephone communications are vital to the smooth operation of a public affairs office. The way you conduct yourself on the telephone will leave lasting impressions, either favorable or unfavorable ones, on the person calling your office. As the public affairs office manager, you must make sure your staff is well versed on telephone procedures so favorable impressions are commonplace.

ETIQUETTE

Open a telephone conversation with a phrase identifying your office and yourself. In answering the telephone, you might say, for example, "Naval Air Station Public Affairs, Petty Officer Knott speaking, may I help you please? The following are some telephone etiquette tips:

- Slow down. Blurting out "Navalairstation-public affairs, Pettyofficer Knottspeakin, mayIhelpyouplease?" in less than three seconds is disconcerting and has no place in public affairs office telephone communications. An introduction using a steady, conversational tone is best and will make the caller feel at ease.
- Give the caller your undivided attention. Picking up the receiver while finishing a conversation with someone in the office is annoying and rude.
- Do not eat or drink. Coming across as a "marble mouth" will do nothing to enhance your credibility and that of the office.

If the caller's identity is unknown, you should ask for a name and organization. Ask for it tactfully, for example, "May I ask who is calling, please?" or "May I have your name, please?" Avoid phrases that sound abrupt or suspicious, such as "Who is this?" or "Who's calling?"

After obtaining the caller's identity, cordially offer any assistance or answer desired by the caller. If a call is received for another member of the staff, do not put the caller on hold without telling him what you are doing. "One moment, please," followed by the action you are taking, is acceptable. **NEVER** use the long-standing, ill-advised phrase, "Wait one." Also avoid "Hold on," "Hang on," "Hold the line," "Just a minute," "Just a second," and so forth.

A good public affairs office manager will maintain a sign-in/out board where a staff member can list his time of departure, destination and an estimated time of return. This information comes in handy when handling a call for someone who is absent. Offer this information to a telephone caller if it appears appropriate.

It is often a good idea, when the person called is out, to say, "Perhaps I could help you." Even if it turns out that you cannot, the caller will appreciate your good will.

Some additional telephone etiquette tips are as follows:

- Answer the telephone as promptly as possible. It should not be left unattended during working hours.
- When you make a call, allow the person plenty of time (about 10 rings) to reach the instrument.
- If you have placed a caller on hold, return to the telephone as quickly as you can. If you see it is going to take longer than you thought, explain the difficulty, and ask if the caller would prefer to wait or to have you call back.

• Be sure your telephone conversations always demonstrate courtesy, tact and good judgment.

TAKING MESSAGES

When the person called is unavailable, offer to take a message. The memorandum of call (figure 1-16) contains several blocks of information to assist you in recording a message. USE THEM! Gather as much information as possible so the person who was called does not have to reconstruct the entire conversation with you. Also, do not be lazy and scribble the message so that it can only be deciphered by a handwriting specialist.

Even if a message is not given, make a note of the call. As soon as you hang up, place your note where the person for whom it is intended is sure to receive it.

ANSWERING/FACSIMILE MACHINES

Only a few years ago, answering and facsimile (fax) machines were considered luxury items. Today, you would be hard pressed to find an excuse not to have them in your office.

MEMORANDUM
OF CALL — Previous editions usable

TO:

☐ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

OF (Organization)

☐ PLEASE PHONE ▶ ☐ FTS ☐ AUTOVON

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

RECEIVED BY | DATE | TIME

63-110 NSN 7540-00-634-4018 STANDARD FORM 63 (Rev. 8-81)
Prescribed by GSA
☆U.S. G.P.O. 1990-461-274/429 FPMR (41 CFR) 101—11.6

Figure 1-16.—Memorandum of Call.

The answering machine offers many benefits. During nonworking hours or when training is in progress, the answering machine can be activated and you will not miss a call. Some state-of-the-art models can even give you the date and time of the incoming call.

Fax machines allow you to send or receive a document from an office across the street or across an ocean. If your office has more than one telephone line, you can connect the answering machine to one and the fax machine to the other, providing total office coverage after hours. Fax machines come in handy when disseminating a short fuse news release to the media or when sending releases and correspondence to other public affairs offices.

BUDGETING TIME

There are some days when the telephone will seemingly "ring off the hook" and you spend half a day taking care of business on the telephone. This is permissible if your projects do not suffer in the process.

Do not be a slave to your telephone. If you have several projects on the front burner and the telephone continually rings, the priority rests with your office work. Make sure messages are taken and calls are returned at the earliest possible moment.

SHIPBOARD PUBLIC AFFAIRS OFFICE MANAGEMENT

Learning Objective: *Outline the proper arrangement of a shipboard public affairs office in terms of office arrangement, manning, facilitating special projects and financial planning.*

Managing a shipboard public affairs office incorporates all of the topics you have read about so far in this chapter, but it also includes a few other unique aspects you should realize. Manning concerns and special projects will be discussed in this section.

TYPICAL OFFICE ARRANGEMENT

A large public affairs office afloat normally includes a full-time (1650) or collateral duty PAO, a senior journalist (JO1, JOC, JOCS or JOCM) and a staff comprised of a mixture of JO2s, JO3s and JOSNs. Manning configurations vary from ship to ship.

The staff handles more than just public affairs work. As the senior journalist and overall manager, you must make assignments to cover the closed circuit television and radio stations, ship's newspaper, tours program, and so forth.

Having a collateral duty PAO as your boss means you most likely will be in charge of the day-to-day responsibilities of the office. This situation will vary, depending on how much time the PAO can devote to the office.

In some instances, you will receive requests from individuals outside of the division to volunteer their time to write stories or help with television or radio production. There is nothing wrong with this practice, provided you carefully screen each volunteer. Additionally, do not assign volunteers work that would normally be handled by your staff. Volunteers are just that—they tend to come and go at will and are not always reliable.

MANNING

Adequate manning is a constant public affairs office concern aboard ship. The old Defense Information School (DINFOS) adage, "You're a sailor first and a journalist second," holds true today. Fire party, special sea and anchor, DC/3M and general quarters assignments will drain you of personnel at the most inopportune moments, as will working parties, compartment/head cleaning duties and other tasks affiliated with life aboard a ship.

A vigorous cross-training program will help offset this problem. As discussed earlier, **versatility,** not specialization, is your staff goal, especially at sea. If JO2 Renalin, the X-1 division damage control petty officer and the current evening news anchor, is called away on a priority assignment, you can use JO3 O'Forth or JO2 Katt, the former news anchors, to fill in.

SPECIAL PROJECTS

There are several projects that a public affairs office manager at sea will tackle, including, but not limited to, the following: ship commissioning, homecomings, decommissioning, handling civilian embarks, the SECNAV Guest Cruise Program and tours.

Commissionings

The commissioning ceremony is one of the most time honored ceremonies in the U.S. Navy. It is the ceremonial transition of a ship from its building and outfitting stage to becoming an operational Navy unit.

If you are assigned to a ship's precommissioning unit, you and the PAO will work closely with the prospective CO of the ship and possibly regional PAOs in preparing the commissioning plan, with CHINFO acting as the overall coordinator. A sample ship's commissioning plan is shown in Appendix V of this manual.

Remember that at least six weeks before the ceremony, you and/or the PAO must keep CHINFO and the Commander, Naval Sea Systems Command (COMNAVSEASYSCOM) informed of the status of the ceremony. This is done by completing CHINFO Report 5720-3 (Special Ceremonies Report). The following pieces of information must be included in the report:

- Date of the ceremony
- Location of the ceremony
- Name and telephone number of the project officer
- Estimated local starting time of the ceremony
- Estimated local completion time of the ceremony
- Name, rank and/or title of the principal speaker
- Nearest air facility
- Indication as to whether the list of military and civilian dignitaries who have accepted invitations to attend the ceremony has been forwarded to CHINFO (if not, provide the estimated submission date)
- Indication of whether a copy of the complete program has been forwarded to CHINFO (if not, provide the estimated submission date)
- Indication of whether the remarks of the principal speaker have been forwarded to CHINFO (if not, provide the estimated submission date)
- Indication of whether press kits have been forwarded to CHINFO (if not, provide the estimated submission date)
- Names of congressional members and/or delegations which have been invited
- Name of sponsor

Heavy media attention should be expected at the commissioning ceremony. Your press kits should include the following information:

- Commissioning press release

- CO's biography
- XO's biography
- C/MC's biography
- Color and black-and-white photos (8 by 10 and 5 by 7) of the CO, XO and C/MC
- Line art of ship's seal/logo
- Color photo of the ship's seal/logo
- Welcome aboard booklet
- Fact sheet
- Description of the ship's coat of arms
- Background information on the ship's name (for example: USS *Benjamin Stoddert* is named after the first Secretary of the Navy. . .)

Additional instructions for completing the report can be found in *PA Regs,* Chapter 4. Consult the SECNAVINST 5030.1 series (Classification of Naval Ships and Craft) for further information regarding ship commissioning and other special ceremonies.

Homecomings

Ship homecomings are a major event for units returning from deployments and overhauls (when the overhaul was conducted outside of the ship's normal operating area). Newly commissioned ships going "home" for the first time and ships that change home ports are also welcomed with colorful homecoming ceremonies.

To plan the homecoming ceremony efficiently, a "sister ship" is usually assigned by the type commander to the returning unit. The sister ship is identified approximately three months (four to five months for aircraft carriers) before the projected arrival date.

The sister ship will name a homecoming coordinator, who will work with you, the PAO and command ombudsmen to make the arrangements for the homecoming ceremony. Some of the responsibilities of the sister ship and its homecoming coordinator include the following:

- Meeting with the homecoming ship's spouse support group to discuss desired services and details
- Making sure safety concerns are addressed, for example, crowd control during mooring and crane operation
- Arranging for balloon release, if allowed
- Providing a canopy/awning for the homecoming area
- Proving refreshments for homecoming day
- Making arrangements for a pierside performance of a Navy Band, if desired
- Reserving parking spaces for the homecoming ship with the appropriate base parking coordinator
- Making arrangements for "welcome home" messages on marquees on and off base
- Assigning experienced linehandlers
- Making sure the pier senior officer present afloat (SOPA) is notified of the arrival time and berth of the homecoming ship at least one week in advance
- Contacting the base Public Works Center (PWC) to pickup vehicles requested by the homecoming ship the day before arrival
- Contacting the local Navy Morale, Welfare and Recreation (MWR) office to line up special deals for crew members

Remember that the previous list is not all inclusive. Use your imagination when planning the ceremony with the homecoming coordinator and ombudsmen. Document your efforts every step of the way when you use memoranda for the record, and put together a planning directive that will solidify the arrangements.

Decommissioning

The organizational aspects of a decommissioning ceremony mirror those of a commissioning ceremony. You must complete CHINFO Form 5720-3 and develop the appropriate directives detailing the ceremony to include a CIB plan, if needed.

Consult the OPNAVINST 4770.5 series, General Instructions for Inactive Ships and Craft, regarding the disposition of items of historical or sentimental interest. Some of these items include the following:

- Builder's plaque
- Service record plaque
- CO's plaque
- Any other plaques bearing the ship's name

- Ship's insignia plaque
- Last flying commissioning pennant, jack and ensign
- All loaned or donated paintings, historical photographs and documents of historical interest
- All sponsor gifts
- Other paintings belonging to the ship
- Ship's bell
- Any other items of historical or sentimental interest

PRINTED INVITATIONS AND PROGRAMS.— Printed invitations should be mailed four to eight weeks before to the actual ceremony date. Specifications are included in the SECNAVINST 5603.2 series, Printed Matter for Official Ceremonies. The preprinted invitations contain the appropriate insignia and standard invitation language. Additional wording to complete these standard invitations may be entered by hand.

Programs are also covered in this instruction, and the arrangements to have programs designed and printed should be made well in advance of the actual ceremony. Programs can be printed aboard tenders or at shore-based printing facilities.

PUBLICITY.— The responsibility for publicizing a decommissioning ceremony is delegated to the decommissioning ship's CO, who should coordinate the arrangements with the station commander. Of course, the PAO/senior JO and the public affairs office staff will be responsible for writing the decommissioning press release, making arrangements for photographic coverage, assembling the press kits, media platforms, escorting media, and so forth. Careful coordination with the naval base or station PAO where the ceremony will take place is crucial, as well as type commander.

CEREMONIAL MATERIALS.— Items, such as chairs, the speaker's platform, lectern, public address or sound system (mult-box for media) and similar objects, are needed for the decommissioning ceremony. Your local PWC will have a selection of ceremonial packages from which to choose. A fee will be imposed for the use of the materials and may be reduced if representatives of the ship pick up and return the materials. Packages may range from 100 chairs with four folding tables to one that offers a portable lectern with microphone, amplifiers with large speakers, canned music, 100 chairs, tables and a ceremonial platform. Reserve these materials well in advance, preferably 30 days or more.

PRINCIPAL SPEAKER.— The principal speaker is generally nominated by the responsible naval base/station commander. *PA Regs* state that naval base/station commanders must forward nominations for prospective speakers to CHINFO for consideration.

Nominations must be submitted at least 90 days before the ceremony, preferably sooner, and should include a biography or background sketch of the nominee, a brief resume of his qualifications and the reason for the nomination. **Do not** inform a nominee that he is being "selected" as a principal speaker because the final selection is the prerogative of SECNAV.

A speaker should be nominated only after consideration of his speaking ability, importance as a public speaker, and most important, the support he can be expected to give to current Navy public affairs objectives. Nominations should include speakers from various occupational fields.

For further information, consult *PA Regs,* Chapter 4, the SECNAVINST 5030.1 series and the SECNAVINST 5212.5 series regarding decommissioning. A sample decommissioning plan is included in Appendix VI of this manual.

Civilian Embarkation

Embarking civilians in Navy ships—be it a sailor's family on a one-day dependents' cruise or a community leader on a training exercise—is an excellent way to instill pride in sailors and further public awareness of the Navy and its mission.

Detailed information on civilian embarkation can be found in the OPNAVINST 5720.2 series, Embarkation in U.S. Naval Ships, and in *PA Regs,* Chapter 4. Each type of embark/guest cruise has a specific goal and requires different planning by the senior JO and the PAO to accomplish that goal. Some common rules include the following:

1. Guests must provide their own transportation to and from the ship, and they must reimburse the Navy for living and incidental expenses while embarked so the programs can be conducted at no cost to the government.

2. Guests must be informed of security restrictions. Unclassified photography should be allowed on board, because photographs renew feelings of identification with the ship. Guests must be advised of areas where photography is prohibited and security regulations will be courteously but firmly enforced.

3. Guests will be berthed with officers if staying overnight and normally will subsist in the wardroom (with the exception of Tiger Cruise guests). It is not necessary to assign guests individual rooms. They should be invited to dine at least once in each mess, if time allows. Guests should be encouraged to speak freely and to mingle with the crew. During Tiger Cruises, guests should be billeted and subsist with their sponsors, no matter what rank or grade.

4. Guests should be afforded the privileges of the ship's store and laundry. Ship's store privileges must be limited to purchasing items for immediate personal use (soap, shampoo, shaving cream, etc.).

5. Only emergency medical and dental care should be provided and only when civilian care is not conveniently available. When an injury occurs to a civilian aboard a Navy ship, the CO must notify CHINFO, the area coordinator and the operational commander(s) by message. The message must state what action has been taken. In case of an emergency not covered by Navy Regulations, facts and circumstances should be reported immediately to the SECNAV.

6. If funding allows, guests should be given a photograph of the ship as a souvenir. The CO may want to autograph the photo. A ship's ball cap makes a good lasting memento and makes guests feel like a member of the crew while they are aboard. The cost could be included in the fee charged for their staying aboard.

7. Publicity should be limited to that originated by the participant. Navy-sponsored publicity will be avoided unless requested by the guest. Media and public queries will be answered fully and should state the purpose of the cruise and the fact that it occurred at no cost to the government.

8. Helicopter transportation maybe authorized by numbered fleet commanders or type commanders for civilian guests and others whose embarkation is authorized. This authority must not be extended to include flights of convenience. Consideration should be given to age and physiological characteristics and special diet of the guests.

EMBARKING CIVILIAN WOMEN.— CO's must approve, must have appropriate berthing and must notify type commander or numbered fleet. Personal guests must be escorted by their sponsors.

Pregnant women up to 210 days gestation maybe embarked unless medically prohibited. A medical statement signed by a doctor stating the duration of the pregnancy and fitness for embarkation must be submitted by the woman requesting the embarkation.

Women's organizations, including those whose memberships have a high percentage of persons with Navy affiliation, may be authorized for local daylight cruises or overnights by the appropriate fleet commander in chief.

Female entertainers may embark for local daylight cruises. Overnight embarkation requires the approval of the appropriate fleet commander in chief.

YOUTH GROUPS.— Some civilian youth groups, including NJROTC, Naval Sea Cadet Corps and national scouting program participants, are recognized by the CNO and may embark on Navy ships during underway periods as outlined in the OPNAVINST 5720.2 series. Requests for other youth groups to embark should be forwarded to the Commander, Navy Recruiting Command.

SECNAV Guest Cruise

A SECNAV Guest Cruise is a four-day program that allows top-level opinion leaders in business, industry, science, education and labor to see the Navy in action firsthand. It includes pierside or at-sea tours of surface ships, a pierside tour/embark on a nuclear submarine, observation of Marine and SEAL field activities and an underway, overnight visit to an aircraft carrier. These cruises are conducted at least three times a year, on alternate coasts. The ideal number of guests for each cruise is 12.

The intent of a SECNAV Guest Cruise is to increase the participant's level of understanding in the following areas:

- Navy operations
- Modern sea equipment
- High levels of responsibility and training required of Navy men and women

CHINFO is responsible for maintaining a list of probable guests, both male and female, nominated by area coordinators, high-level officials of the office of the SECNAV and others. To make the list, guests must not have any previous exposure to the Navy, defined as active or reserve service in the U.S. Navy or U.S. Marine Corps within the last 10 years or participation in a cruise on a U.S. Navy ship in the last 10 years.

If your ship is selected to host a SECNAV Guest Cruise, you and/or the PAO must forward a Guest Cruise

Itinerary Report, CHINFO Report 5723-1, as soon as possible to the appropriate fleet commander in chief (with copies to CHINFO, the area coordinator and the type commander). Note the following information in the report:

- Name of your ship
- Time and place the guests will embark, including specific information
- Estimated time of departure from port
- Destination and estimated time of arrival
- Ship's employment or other pertinent factors to include intermediate ports
- Number of billets available
- Name of CO, and flag or other officer senior to him, to be embarked
- PAO point of contact and ship telephone numbers
- Estimated cost to guest

Be sure to notify CHINFO when there is a change to the itinerary that would require the guests to remain aboard for longer periods than scheduled or involve an alternate port of debarkation. For further information, consult *PA Regs,* Chapter 4.

Tours

Tours of your ship go hand in hand with a sound community relations program. It is an opportunity for the ship to display Navy professionalism and for visitors to see what a U.S. Navy ship is like. Visiting a Navy ship is an enjoyable and educational experience and has great recruiting potential.

Barring extraordinary circumstances, your ship will be available for tours when it is in a foreign port of call or moored at its home port (usually on Saturdays, Sundays and holidays on a rotating basis as directed by the SOPA). Consequently, you have to provide the necessary tour guides to get the job done.

In some tour situations, for example, a VIP group with eight to 10 people, you can conduct the tour yourself or direct a member of your staff to conduct it. A staff member should be specially trained to do this. However, if your ship has been selected to provide tours for the civilian populace during an Armed Forces Day public visitation, the public affairs office staff cannot possibly handle the hundreds (possibly thousands) of visitors that will come out to tour the ship. That is why you should develop a comprehensive visitation plan.

Visitation PLAN.— Input from all cognizant officers and special assistants to the CO should be sought before the visitation plan is devised. For example, obtain recommended traffic flow patterns from the security officer and ask the medical officer for recommended emergency medical procedures and services. The supply officer should be consulted regarding the availability of refreshments and the selection of authorized souvenirs for sale. Furthermore, you should liaison with the numerous other individuals responsible for making their equipment and spaces ready for public viewing.

The plan should also address the number of personnel each department provides for the tour(s), generally in proportion to the size of the department. Departments should provide knowledgeable, articulate tour guides who present an outstanding appearance and military bearing. Individuals who satisfy these prerequisites with public speaking experience should be specifically designated in the plan.

Include some provision for foul weather in the plan, including the number of indoor seats available (if applicable) and whether exhibits can be placed indoors.

It may take several planning sessions and many hours on the telephone to get your plan finalized, but the end result is well worth it: a notice (or instruction) that formally outlines the duties and responsibilities of all divisions/departments throughout the command on tour day.

WELCOME SIGN.— To minimize situations in which disruptions or civil rights violations may occur, post a sign at the head of the brow or on the quarterdeck, declaring the following:

> "Welcome Aboard the USS *Sea Nettle.* As a guest of the commanding officer, you are encouraged to become familiar with your Navy, an indispensable component of the U.S. national defense team. While on board this installation, you are requested to observe the following rules:
>
> (1) Political activities, such as pamphleteering, speeches, placard/banner displays, and so forth, are not appropriate and are not permitted. Demonstrations or protest activities are forbidden.
>
> (2) Activities detrimental to loyalty, discipline, health, welfare, morale or readiness of the armed forces are not allowed. The commanding officer endeavors to be a gracious host. Your cooperation as

a guest is appreciated. Infraction of regulations may result in the withdrawal of the commanding officer's invitation and subsequent expulsion."

Notice that this sign referred to a visitor as "a guest of the commanding officer. . ." Be careful not to use the term "open house" in any of your signs or in press releases when describing public visitation. Open house implies unlimited public access and is no longer used.

TOUR ROUTE.— There are no specific guidelines or regulations regarding what you should show your visitors. Many ships will display the main deck, with a stop at the guns or missile launchers and then proceed to the bridge. Carriers normally feature a tour of the hangar bays, flight deck, forecastle and the navigational bridge. Regardless of the tour route agreed upon (and approved by the CO), be sure to keep security, safety and the crew's privacy in mind.

Warning signs should be erected to guard against unauthorized entry into certain areas or spaces, and arrows should be placed on the deck or in a conspicuous location on the bulkhead directing visitors along the tour route. Additionally, static displays and other items of interest along the tour route should be accompanied by a placard or a tour guide to explain its function.

TRAINING.— Once the directive is on the streets, it is time to train the tour guides. The method of training is entirely up to you, but consider using the following items to give your tour guide training program a boost:

- A video that shows the tour route, gives public speaking techniques, tour guide do's and don'ts, and so forth.
- A Personnel Qualification Standards (PQS) sign-off sheet that must be completed before becoming a "qualified" tour guide
- A short multiple choice exam covering the ship's history, equipment on the tour route, emergency procedures, what to do if a visitor becomes unruly, and so forth.

Do not forget to develop little "perks" that can be given to top performers, such as letters of appreciation, liberty passes, and the like.

Further information on conducting tours can be found in *PA Regs,* Chapter 4.

Financial Management

Cost consciousness and conservation are key factors in managing your public affairs office operational target (OPTAR) funds. A sound financial management plan is necessary to ensure the achievement of the following objectives:

- Maximum benefit is derived from available funds.
- All unfunded requirements are of lesser urgency than requirements that have been funded.
- Funds are properly time-phased to meet operational schedule requirements.
- Prescribed stock levels are maintained.
- Funds are available to meet contingency requirements.
- Funds are programmed for routine replacement of equipage and consumable items.

As the manager of a shipboard public affairs office, you will be most concerned with consumable items (paper, pens, pencils, video tapes, and so forth). To determine your requirements, you should develop a good financial plan that will give you several distinct advantages:

- A system for reviewing <u>all</u> requirements, treating none as sacred and causing each to withstand close scrutiny
- A procedure for prioritizing all requirements and for assessing the impact of decrements (funding cuts) and increments (funding increases) as the expected funding limit is approached
- A formalized approach to the requirements review process, which helps ensure that truly essential needs are satisfied first
- A list of unfunded requirements from low priority items.

An annual financial plan is developed by first taking into consideration the principal evolutions scheduled for that year (CIBs, VIP tours, special events, etc.). Then first quarter requirements may receive a more detailed plan. The annual plan must be somewhat rigid, yet aggressive, if it is to meet its objectives. Requirements must be continually reviewed and the plan periodically updated to compensate for unforseen or changing circumstances. As a minimum, the plan should receive a detailed review and update each quarter.

Once the plan has been formulated, a mechanism is needed for monitoring the execution of the plan. The departmental budget system provides this mechanism.

I. Crew Communications
   A. Credibility
      1. Essential to successful performance
      2. Gained by JOs fully integrating into ship's company; getting watch/warfare qualified, etc.
   B. Bulletin Board
   C. Ship's Newspaper
      1. Four printed pages; at least one "local" story per week
      2. No printed pages on Sunday
      3. Mostly international/national news from teletype; when teletype is taken over by operations, use short-wave radio to receive and transcribe news broadcasts from major networks
      4. Birth announcements
   D. Radio/Television
      1. Enlist volunteers where appropriate
      2. Produce a live or taped 15-minute nightly news show
      3. Sell the CO on a televised Captain's Call
      4. Provide separate channels for movies and AFRTS programming (gives crew a choice)

11. Family Communications
   A. Familygram
      1. Make sure it is the responsibility of the public affairs office, not the chaplain's office
      2. Delegate the writing of each divisional/departmental section (including photography) to the responsible department head
      3. Make sure plenty of fill names are in each input
      4. Avoid engagement announcements
      5. Use a program that prints next of kin labels for distribution
   B. Ombudsman Program
      1. Interface before deploying
      2. Provide input for the wives support group newsletter and the telephone answering machine
      3. Arrange for ombudsmen to mail news clips from families

III. Media Relations
   A. Get ship's name before the public in as many media as often as possible
   B. Use feature materials from ship's newspaper for release to external media (modify as necessary)
   C. Make one release per week

IV. Tours
   A. Get everyone in the public affairs office "qualified" on how to conduct a tour
   B. Fine-tune each presentation to the need.sophistication of the tour group; do not use the same statistics anecdoted for each group
   C. Set tour route

Figure 1-17.—Shipboard public affairs office management outline.

V. Media Visits/Pools

A. Know what reporters are looking for and make every effort to comply

B. Identify crew members who are articulate and enthusiastic about their jobs

C. Search constantly for new story angles and visual settings so stories do not get boring

D. Be a salesman and convince crew members to participate; once they see their picture or quote on television, they will be more willing to participate in the future; **get the story of the ship told**

E. Do not lock yourself into a plan; be willing to deviate from a plan no matter how good the plan is; remain flexible and you will get the best coverage

VI. Other Publics

A. Memorabilia

1. Send pictures, brochures, fact sheets and the like
2. Avoid turning the public affairs office into a mail order house by handling ballcaps, cups and other cost items; the public affairs office is an information dissemination shop—no money should change hands

B. Cruisebook

1. MWR should be in charge of sales; publisher in charge of distribution; public affairs office in charge of layout and design
2. Cruisebook committees are too hard to formulate and run; do it yourself and retain control of the book
3. Cruisebook is the **crew's book—** use plenty of large pictures with identifiable crew members
4. Start a shipboard photo contest to get additional photos

C. Welcome Aboard Brochures

1. Print in the foreign languages of the ports you are scheduled to visit
2. Use metric measurements instead of U.S. measures

D. Port Guides

1. Interview crew members with recent port experience to supplement regular sources of information (library, other ship's guides, etc.),
2. Consult *Background Notes* for detailed information

Figure 1-17.—Shipboard public affairs office management outline—Continued.

In this regard, timely information from the supply officer is needed to permit proper monitoring. However, either you or the PAO must report and justify major deviations from the plan for it to remain a current practical management and control mechanism.

Additional tips in shipboard public affairs office management can be found in the outline in figure 1-17.

COMMUNICATING WITH THE CO

Learning Objective: *Identify the methods of advising the CO on public affairs matters.*

The importance of keeping the CO informed on public affairs matters is immeasurable. *PA Regs* specifies that COs will "ensure that the PAO has direct access to the officer in command. . ." for this very reason.

Depending on the circumstances, the PAO may brief the CO several times daily, either through correspondence or verbally, so he is not caught off guard by significant public affairs developments, or routine matters that have the potential to become areas of concern.

When the PAO is unavailable for one reason or another, the senior JO must assume the role as the primary public affairs briefer. Feeling a bit intimidated and nervous about briefing the skipper is normal, but if your information is accurate and complete (also known as having your "ducks in a row"), these reactions can be overcome quickly. With this peace of mind, all you really need to do is focus on the method in which you deliver the information.

Each CO will have a preference for the way you communicate with him. Some will prefer face-to-face meetings, while others will accept a simple one page memorandum when the particular public affairs topic is not urgent in nature. With meetings, inspections and tours of spaces (among many other responsibilities) occupying the skipper's precious time, addressing the topic in memorandum form will allow the CO to review it at his convenience. It will also provide you with a means of further documenting the topic.

If the memorandum system is used, be brief and to the point. However, as previously stated, make sure your information is thorough and precise. **Remember your credibility!** Structure the memorandum in an inverted pyramid format so the CO gets the "meat and potatoes" of the issue up front.

After the topic is addressed, give the CO at least three recommendations for courses of action (when applicable), and the pros and cons of each action. If all goes according to plan, the CO will circle his choice, add any additional comments and return the memorandum to you. The CO is now adequately apprised of the situation and you have his endorsement to take the appropriate action. **Be sure other staff members are also informed as appropriate.**

If the CO favors memoranda over direct briefings, a personal visit should be made only when you must brief him on urgent or time critical public affairs matters. The visit should follow the same format as the memorandum system previously discussed. Be aware that the CO may become distracted by telephone calls and incoming messages during your briefing, so be sure your message is understood, even if you must repeat yourself.

MICROCOMPUTERS

Learning Objective: *Recognize the importance of microcomputers in public affairs office management and identify the main computer components.*

Typewriters, "white-out" and carbon paper are as out of place in a public affairs office as eight-track tapes and records are in a radio studio. The Navy is firmly entrenched in the microcomputer age, and as the public affairs office manager, you will be using this technology for everything from word processing to desktop publishing.

The intention of this section is to familiarize you with the main components of a microcomputer– <u>not</u> to make you a microcomputer expert overnight. For further information on microcomputers, refer to the Data Processing Technician Second Class training manual, Chapter 6.

HISTORY

Microcomputers designed for personal use arrived on the scene in the mid 1970s. The Altair 8800 was one of the first available models, but it was a kit designed mainly for electronics hobbyists. In a short time, models manufactured by Atari, Apple, Commodore and Tandy (Radio Shack) made computers available to the mainstream consumer, and the dawning of the microcomputer age was under way.

IBM was late in entering the computer race, introducing its first personal computer in the fall of 1981. However, in a short period of time, the company firmly established its leadership in the field, leading to a virtual explosion of IBM clones that now saturate the microcomputer market.

CENTRAL PROCESSING UNIT (CPU)

The CPU or system unit is the heart of the total microcomputer system. Inside this unit all data is processed, arithmetic and logic functions are performed and control is maintained for the system. If you were to remove the outer cover from this unit (fig. 1-18), you would see a power supply and as many as two floppy disk drives and two hard disk drives, or any combination thereof depending upon the particular configuration of the system. You would also see several boards, also referred to as cards. Some boards are used to control the peripheral devices of the system, while other boards

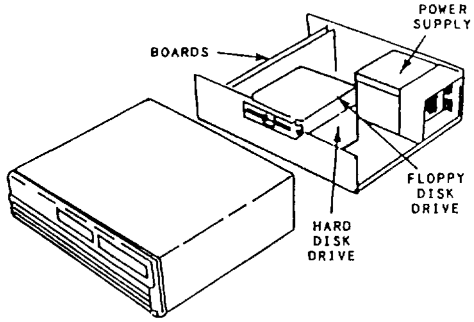

Figure 1-18.—Microcomputer's system unit with cover removed.

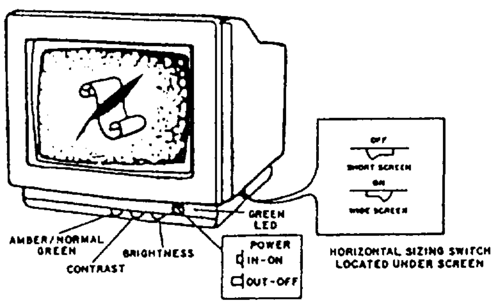

Figure 1-19.—Monitor controls, switches and indicators.

work in conjunction with the microprocessor located on the system or motherboard itself. These boards provide the flexibility to add a variety of capabilities to a basic system. Certain boards are required, such as the system board that contains the main microprocessor(s). Others you might add to control a light pen or a mouse device or to handle a communications interface.

MONITOR

The monitor, also known as the screen, display, display device and cathode-ray tube (CRT), is the principal link between you and the microcomputer (fig. 1-19). Its sole purpose is to allow the microcomputer to communicate its actions to you, the user, so that you can act upon those actions to accomplish whatever job you are doing. Monitors can display information in either monochrome or color, depending on their design. Monochrome displays produce output images using a single foreground color, such as black, and a single background color, such as white. This provides you with black text on a white background. Monochrome displays also come in amber and green. Amber and green are considered more pleasing and less stressful to the eyes.

Most color monitors are of the red-green-blue (RGB) type. Depending upon the sophistication of the display device and the amount of RAM (random access memory) available with the microcomputer, you may be able to display from eight to 16,000,000 colors.

Brightness and contrast adjustment dials are usually located on the front of the monitor. Some monitors come with a sizing feature that allows you to increase or decrease the physical size (the height and width) of the displayed information. Monochrome monitors may be equipped with an amber/normal/green dial. With it, you may select any one of the three positions to give you that specific color.

KEYBOARD

Of all the components that make up a microcomputer, you will become most familiar with the keyboard (fig. 1-20). It will probably be your main means for inputting programs and data on microcomputers.

Keyboards come in many shapes and sizes, have different numbers and arrangements of keys, differ in respect to touch and have special keys to allow you to communicate specific software commands. Most manufacturers have designed their keyboards as

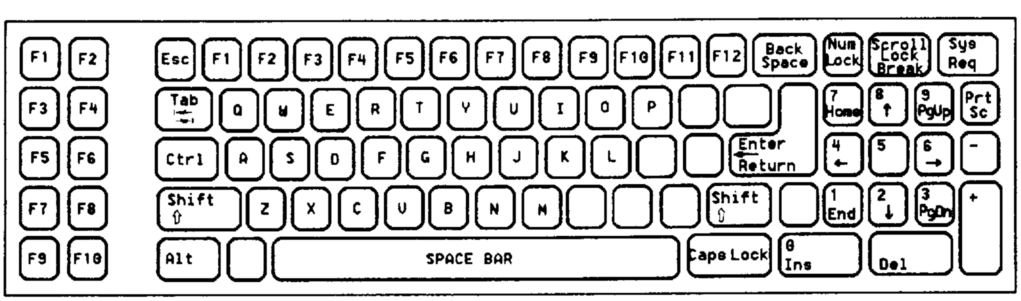

Figure 1-20.—Microcomputer keyboard.

separate devices so you can place them wherever it is convenient (even in your lap).

You will be most concerned with the types of keys on the keyboard and the function and placement of each. All keyboards have the alphabetic characters (upper and lower case), numbers and some special characters. In addition, keyboards have special function and control keys that are defined by the operating system or the program.

MAGNETIC DISKS

The two forms of magnetic disks typically used with microcomputers are the diskette and the hard disk. Magnetic disks, regardless of their type or size, are without a doubt the most important secondary storage medium used with microcomputers. Disks provide fast retrieval of information. The physical characteristics of the disk–flat and round–allow the disk drive direct access to data. Simply stated, the processing unit goes directly to a designated disk drive, seeks the specific location on the disk where the data is stored and immediately retrieves it. The disk drive does NOT have to read through a series of records before reaching the one desired, as with magnetic tape units.

Diskette

A diskette is also referred to as a floppy disk, or just plain floppy, because it is a round, flexible platter. At present, diskettes come in three sizes (diameters)– 8 inches, 5 1/4 (5.25) inches and 3 1/2 (3.50) inches (fig. 1-21). The 8-inch variety is seldom used with microcomputers these days, but the 5 1/4 and 3 1/2-inch formats are common. The diskette is the media used to either store your data or to back up data on your hard drive.

The notch on the side of the 5 1/4-inch diskette is the write protect feature. Placing a label provided with the diskette over the notch can protect the data on a disk. On 3 1/2-inch diskettes, the write protect feature is in the form of a moveable tab at the bottom right side. Sliding this tab down will activate this feature.

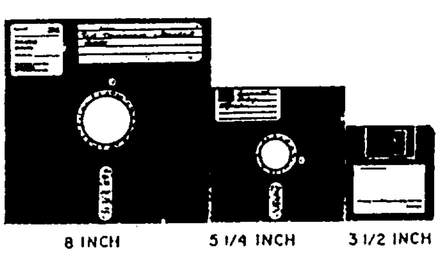

Figure 1-21.—Floppy disks/diskettes used on microcomputers.

Care of your diskettes is important because even the slightest bit of damage can cause a loss of your data. The following is a list of rules for taking care of your diskettes:

1. Do not bend or fold the diskette. The diskette drive only accepts a diskette that is absolutely flat.
2. Do not touch the exposed areas of the diskette.
3. Store all diskettes in their jackets to protect them from dust and dirt.
4. Diskettes are sensitive to pressure. When you label them, use a soft felt-tip marker to write on the label. Do not use a pen or pencil, as these can cause damage to the diskette and to the information contained on it. Do not put paper clips on the diskette.
5. Do not stack labels one on top of the other on a diskette. It may cause problems when you insert the diskette into the drive.
6. Do not leave your diskette on or near anything that generates a magnetic field, or a loss or scrambling of data will result. This includes magnets of any kind, such as those found in telephones, stereo speakers and paper clip dispensers, as well as magnets on copyholders and inside printers. Also avoid motors, such as those found in portable fans and floor buffers/ polishers.
7. Keep diskettes away from extreme heat, cold and humidity, or they may warp. Diskettes are designed to withstand temperatures from 50 to 125 degrees Fahrenheit (10 to 52 degrees Celsius), and a relative humidity of eight to 80 percent. Temperatures and humidities in which you are comfortable will also be comfortable for diskettes.

Hard Disk

Although most microcomputer systems you will be working on use some type of floppy disk drive, you should also be aware that many microcomputers also contain a small sealed unit called a Winchester disk or hard disk drive (fig. 1-22). Unless the hard disk drive is an external type unit, you might never know it was there.

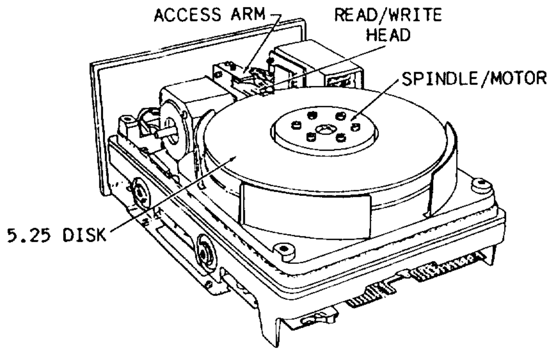

Figure 1-22.—Internal hard disk drive mounted on disk drive chassis.

Floppy disk drives are easy to spot because all you have to look for is the door of the drive–the open slot in which you insert the diskette. But hard disk drives are normally sealed units that can be tucked away inside the system unit.

Why are hard disks so popular? Hard disk drives provide you with many time-saving features not available or possible with the traditional floppy disk drives. These include increased access speeds, greater storage capacity (up to 500 megabytes [MB] of storage) and overall convenience. Regardless of whether your microcomputer has a hard disk drive housed within the system unit or external to it, you need not bother having to search through file boxes filled with diskettes. Working with a hard disk is much easier because you can quickly end one program and start another, all through the operating system. There is no need to manually open, close, file away or find anything. There is no more time-consuming initialization or rebooting (system restart) from the floppy disk drive, which involves finding and loading a program diskette, finding and loading the applications diskette and finally getting down to work.

Hard disk units consist of rigid metal platters that are tiered or stacked. In most cases, the disks themselves are not removable, and for this reason, they can be hermetically sealed in the storage unit along with the access mechanism that contains the read-write heads. Because this type of disk drive is completely sealed and free from air contamination, the read-write heads can be positioned to within 20 millionths of an inch from the surface of the disk. This also allows the disk to be rotated at a high rate of speed—typically, 3600 revolutions per minute. Hard disks come in the same sizes as floppy disks, with 3 1/2 inches being the most popular because the read-write heads have shorter distances to move. Hard disk storage capacities range from five to 500 megabytes, with the majority in the 20 to 120 megabyte range.

PRINTERS

Most printers you are likely to use while working on microcomputers are the low-speed varieties. They are able to print text at rates of 200 to 800 characters per second and usually output this information one character at a time. After close examination, you will find that basically the only major difference between printers designed for microcomputers and those used on larger mainframe systems is their size and the speed at which they print. Other than that, they are much alike in terms of setup, operation and operational features.

Low-speed printers, like high-speed printers, are either impact or nonimpact. At least six printing technologies are used to produce hundreds of microcomputer printer models. These technologies include daisy-wheel (which prints solid characters), dot matrix (which forms characters using a series of dots), xerographic, electrostatic, electrosensitive, electrothermal, ink jet and laser.

Many low-speed printers can print subscripts and superscripts, print in several different colors, print graphic material and output text in several different fonts. Either a friction feed (for handling single sheets of paper) or an adjustable tractor feed (for handling continuous forms) are standard on these printers. Some even have both.

SOFTWARE

Depending on the needs of the users, the software will vary from command to command. Journalists will become most familiar with one of several word processing software packages available on the market.

Disk Operating System (DOS)

Regardless of your word processing software of choice, you will need a disk operating system (DOS) to make it work. DOS will be the first program you need to know and understand because you must install it before you install other programs. DOS manages the operation of the system.

If your system has a hard disk, you will install DOS onto it. The first step will be to partition the hard disk; that is, identify the hard disk to DOS and create a partition for DOS. Next, you will format the hard disk—preparing it so it can be used. Then, copy the DOS files from the distribution disks onto the hard disk. You must follow the steps in the owner/user manual. It may tell you to use a setup command that leads through the process from the display screen. Once installed, DOS will load from this partition every time you turn on the system.

If the system has only floppy disk drives, you will make copies of the distribution disks onto new diskettes. If the new diskettes are not formatted, you can use a command (such as DISKCOPY) that will format and copy. Again, follow the instructions from the start-up or getting started section of the owner/user manual. If there is a setup command, use it to lead you through the process. Be sure to prepare external labels with the name of the DOS. Write the serial number if there is one, and write WORKING COPY. Be sure you use a felt-tip pen if you are writing on a label already attached to the diskette.

Once you have copied and installed DOS, put the original distribution disks in a safe place. Now you are ready to use the microcomputer, but you may need more than DOS. DOS has many useful commands like COPY, DELETE, UNDELETE, FORMAT, BACKUP, and so forth. It will even have an editor, usually a line editor, that allows you to create files and edit them line by line. However, its primary jobs are to manage the system and its resources (disks, printers, and so on) and to help you communicate with the computer to use other programs (application software).

User/Applications Software

When installing a user/application software package on a system, you need to provide the software with information about your microcomputer configuration. Because there are so many different software packages and programs available and each one has different requirements, there is no need to go into great detail here. Remember, refer to the documentation–it should provide what you need to know. Many of the manuals lead you through step by step.

Backing Up Distribution (Original/Master) Diskettes

The first thing you should do is copy the files from the distribution diskettes. Each software package may have several diskettes. If you have a hard drive system, you may copy the files from the distribution diskettes to the hard drive, using the copy command in the operating system. First, set up the name of the directory in which you want to store the tiles. Then copy them to the hard disk. If your system has no hard drive, copy the files to other diskettes. Most operating systems have a copy command that allows you to copy all files on a diskette with a single command. This is called a wild card copy. The copies will become your working copies. Prepare external labels for the working copies. Store the distribution diskettes in a safe place away from the microcomputer in case you need them in the future.

BACKING UP TEXT/DATA FILES

In addition to making backup copies of your distribution diskettes, be sure to backup your text/data files (correspondence, releases, etc.) on diskettes as well. If you lose all or part of your data, the only person to blame is yourself.

Data can be lost or damaged in a number of ways. Common causes of data loss are power surges and drops, power failures, hard drive malfunctions and user errors. User errors top the list. Although less common, fire, theft, vandalism and natural disasters are potentially disastrous.

How often have you come close to erasing a file or formatting a floppy or hard disk by accident? Probably more times than you care to admit. No matter how many precautions you take, you cannot prevent all the potential ways data can be lost. You can certainly reduce their adverse effects by backing up your files on a regular basis.

When working with data files, at least back them up on a daily basis either to tape, diskette or to another hard disk.

No matter how many backups you make (two, three or one for every day of the week) or what method you use to make them, they are worthless if they are destroyed along with your microcomputer. You need to make multiple backups and store a set in a different area away from your working area or at a minimum in a data safe. This will require some extra effort, but it will more than pay for itself should you ever experience a data loss.

LOCAL-AREA NETWORKS (LANS)

The microcomputer has put the power of mainframe computing onto your desktop via local-area networks (LANs). LANs consist of nodes that are interconnected by links. These nodes and links usually cover a relatively small geographical area, ranging from a few feet to a mile. Nodes are the hardware, such as computers, terminals, hard disks, printers, and so on. Links are the communications media, such as twisted-pair wire, coaxial cable or fiberoptic cable that connects the nodes.

A LAN gives you the capability of transferring data, files, programs, and so on, from one PC to another or even from one LAN to another. You can transfer a report or listing to any printer you desire on the network. By connecting your PC into a LAN system, you can execute application programs stored on the server's hard disk without having to worry about disk space or keeping track of diskettes. You can exchange files and programs with other users directly without copying them onto a diskette.

Further information regarding LANs can be found in the Data Processing Technician Second Class manual.

CONCLUSION

Managing a public affairs office is an undertaking that requires thorough planning, personnel training and an in-depth knowledge of the public affairs field.

Although there are many qualities a senior JO must have, self-reliance certainly ranks as one of the most important if he is to be the office manager and trusted assistant to the PAO. Why place so much emphasis on self-reliance? There are numerous situations in which you will find yourself on your own. When a problem arises, you have to solve it by yourself. You will not have the time to seek the advise or approval of the PAO or some other officer. You will have to make your own decisions, relying entirely on your own judgment. A self-reliant JO is one who can adapt himself to any situation. If unforeseen circumstances develop, you must use your own initiative and imagination to get the job done.

Armed with a knowledge of the tools of communication and of the public affairs problems of the command, and using a large measure of common sense in concert with the management techniques discussed in this chapter, you should be able to administer a public affairs office in a professional manner. Insist that every project and piece of correspondence that leaves the office be professional in content and appearance. That means letter-perfect copy, professionally assembled project folders, news clips that are professionally mounted and identified and, of course, high-quality news releases and photographs. Output is judged by the media, by the officer in command and his staff and by other professionals on the quality of what public affairs personnel produce and not on what they say they can produce. Professional standards are hard to maintain, but they are essential in maintaining the professional integrity of an office.